

THE ROTARIAN

The Magazine
of SERVICE

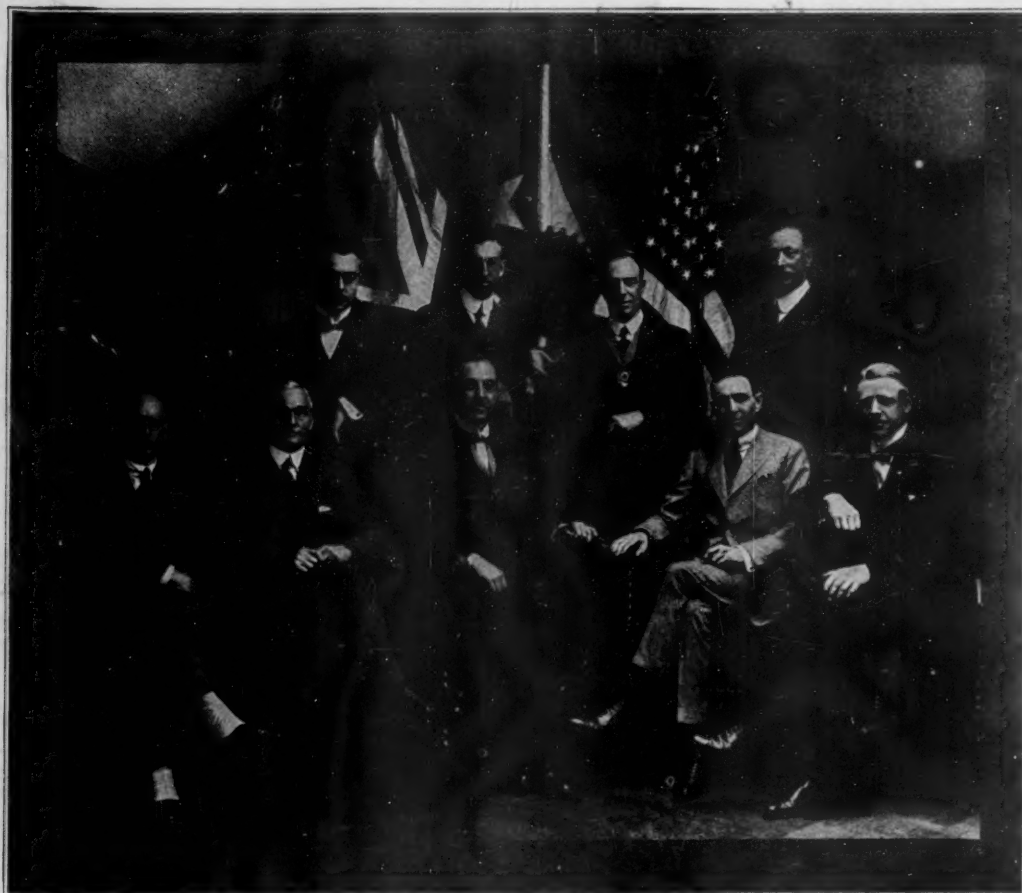


BISHOP WM W
716 CHURCH ST
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OCTOBER, 1919

CHICAGO, U. S. A.

VOL. XV., NO. 4




AN INTERNATIONAL GROUP OF ROTARIANS—CUBANS, AMERICANS AND BRITISH—AT THE ROTARY CLUB OF LONDON, ENGLAND, DURING VISIT OF INTERNATIONAL MISSION TO BRITAIN



TO overcome the difficulties experienced by foreigners, the McAlpin maintains a foreign information bureau for those who do not speak English.

Many nations are represented among the guests of the hotel. In one year over 6000 persons from foreign countries registered at the McAlpin.

On your next visit to New York try the welcome of Hotel McAlpin. Put an  after your name in the register and leave the rest to the management of the hotel.

The New York Rotary headquarters on the 22d floor is a great convenience to visiting Rotarians.



Rotarian L. M. BOOMER, Managing Director



Bill O'Laden, Traffic Expert

On Tin Points of Savin' for Shippers

"BOSTON," says th' Brakeman. "Old South Building," says I to th' Taxi man. "Good Day," says I to Rotarian Specht. "Sit down, Bill," says he. "What's th' news Mister Specht?" says I.

"News!" says he, "sure I see by th' Rotarian that th' Boys has adopted a resolution concernin' a policy concernin' th' endorsement iv movements." "A wise policy, too," says I, "an' 'twas me lithrachoory articles as fetched 'em, combined, so I'll admit with th' foine service of th' T-C. F. Co. in fetchin' iv their freight." "How so?" says he. "Sure, Specht, I'm surprised at ye—with th' Rotarians being up to date, and th' policy iv iverywon to endorse th' movements of freight by T-C. F. Co. methods, did ye expect th' Rotary Boys would fail to endorse th' movement iv their Household Goods, Machinery, Pianos, Automobiles and General Merchandise by th' T-C. F. Co.?"

"Right f'r ye Bill, but did ye see th' foine article on Publicity in th' August Rotarian?" "Was it on th' inside front cover?" I says, "me Company is strong on publicity there—No hidin' y'r light under a bushel f'r them, nor hidin' a man's freight f'r weeks on th' road, f'r their customers."

"I hear th' Boys trun down th' resolution directin' the style of spellin' in the Rotarian," says Specht. "So I see in the Rotarian," I says—"page 77, third column, next to th' last line, where they spells tomorrow—t-o-m-a-r-r-o-w." "Is that a new spellin'?" he says. "'Tis new to me Specht."

"The Rotary has a fine slogan, anyway Bill." "Sure, an so has th' T-C. F. Co., an' it runs thus—'He serves most who serves best'—which do be th' reason we had to open our new office in Cleveland, which is—" "Tin," he says. "Sure, Tin Points for Shippers to Save Tin," I says. "Right thot," he says. "Write thot, sure I'll do so for th' Rotarian, an I've done it."

Next month Bill will write on "Resolutions," and all Rotarians will find food for thought in Bill's observations.

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Rotary and Its Magazine

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International Association of Rotary Clubs

Is an organization of the Rotary clubs in over 500 of the principal cities of the United States, Canada, Great Britain and Ireland, Cuba, Porto Rico, Hawaii, Philippines, China and Uruguay, with headquarters at 910 South Michigan Avenue, Chicago, Illinois. The name is sometimes abbreviated to I. A. of R. C.

Objects of the I. A. of R. C.

First: To encourage, promote and supervise the organization of Rotary Clubs in all commercial centers throughout the world.

Second: To co-ordinate, standardize and generally direct the work and activities, other than local activities, of all affiliated Rotary Clubs.

Third: To encourage and foster, thru its own activities and thru the medium of affiliating Rotary Clubs:

- High ethical standards in business and professions.
- The ideal of *service* as the basis of all worthy enterprise.
- The active interest of every Rotarian in the civic, commercial, social and moral welfare of his community.
- The development of a broad acquaintanceship as an opportunity for service as well as an aid to success.
- The interchange of ideas and of business methods as a means of increasing the efficiency and usefulness of Rotarians.
- The recognition of the worthiness of all legitimate occupations and the dignifying of the occupation of each Rotarian as affording him an opportunity to serve society.

Fourth: To create, adopt and preserve an emblem, badge, or other insignia of International Rotary for the exclusive use and benefit of all Rotarians.

Leading Articles in This Issue

THE AFTERGLOW OF A GOOD LIFE (Frontispiece) . . . By J. B. Gilbert

Dad writes to Hank about the far-reaching power of a good example.

JUDGE AND JURY (Page 171) By J. R. Sprague

A business story which shows the influence of Rotary not alone on the man who becomes a member of a club, but also on his family.

INDUSTRIAL DEMOCRACY AT WORK (Page 175)

By Leopold Demuth

The experiences of a manufacturer who has applied the practice of democratic principles in his business.

RUBBER AND DEMOCRACY (Page 177) By Edward S. Babcox

DIRECTORS AGREE ON ROTARY POLICY (Page 178)

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SITTING ON THE LID IN HAITI (Page 184)

By Sergeant Percy Webb

How the U. S. Marines are bringing civilization to the natives of this troublesome island.

HERE'S LOOKING AT YOU (Page 186) By Roscoe Gilmore Stott

What a Chautauqua lecturer learns about people as he goes about the country.

THE GREAT PORTAL OF SERVICE (Page 188) By W. R. C. Smith

BETTER WORKERS AND BETTER FIGHTERS (Page 189)

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The story of the Y. M. C. A. in the A. E. F. as told by one of its executives over there.

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Imaginary Talks to a Rotary Club By J. E. Rodnal

America's Problem By B. F. Harris

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BRITISH ROTARY PUBLICITY (Page 214) London "TIMES"

CROSS AT CROSSINGS (Page 215) By Samuel P. Johnston

THE advertising pages of **THE ROTARIAN** are open only to advertisers of acknowledged standing and respectability. Advertisements will not be accepted from those who are engaged in doubtful or irregular enterprises or whose records give evidence of even a disposition to disregard correct business methods or recognized standards of commercial or professional honor.

48,000 Copies of this Issue were printed



Excerpts from Audit Bureau of Circulations

Auditor's Report

Name of Publication, THE ROTARIAN.

Town, CHICAGO; State, ILLINOIS.
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A complete analysis, including all essential facts pertaining to the above circulation, is embodied in the detailed Audit Report issued by the Audit Bureau of Circulations. Copies may be had on application to the office of the above publication.

The Afterglow of a Life

DEAR HANK: I wuz feelin sort uv shiftless last night and I wuz settin out on the back porch steps jest while the sun wuz goin down big and red with a world o' promise fer a bright day today.

In my mail box at the post offus I found a sample copy uv a paper called THE ROTARIAN, dated June, 1919. Well, I wuz a thummin thru its pages, not takin any pertickler intrust in it when alluv sudden I pulled my specs down off uv my forehead and got down to bizness right away. The reason wuz that on page 292 I seen the name Father John T. Gallagher, Dayton, Ohio, signed to a artickle. Why, dad burn it, Hank, Jack Gallagher's ben dead fer purty nigh a year now, and here wuz his name and a rtickle printed before my eyes.

Well, it made me feel mighty queer, cause it wuz most like a voice right out uv the grave. An' it set me to thinkin about what a funny thing this life is ennyhow.

I don't spose when Jack Gallagher wrote them lines he had enny idea that they would outlive him, but all us folks that knowed him has got left is jest the finest kind uv a memory, but here is his message he left fer us and me areadin it twelve months after he wuz laid away out there under the trees.

From that I got to thinkin how the thing uv dyin ain't much after all. It don't really put an end to things, fer here wuz good ole Jack Gallagher out there taking his rest and here wuz his message astayin behind fer men to read as long as time lasts.

And there I set alookin into the face uv the sun asinkin behind Simon Newcom's barn. The thought struck me that a human life is right smart like that. It comes up in the morning so bright and purty and grows stronger and stronger thru the middle uv the day and then gradually settles down towards the end. After its gone clean out uv sight there is an after glow it leaves behind that I enjoy until my eyes git too heavy to stay open enny more and I jest lay down and go to sleep till another day comes to prove the promise the sun made the night before.

So here I set last night alivin in the after glow uv Jack Gallagher's life, and it wuz the right color. Its promise uv the new day jest fills me with good confidence.

And then I got to thinkin how careful a fellow ought to be to keep his furrows uv life straight. It put me in mind uv a time when my Pa set me to plantin corn. I wuz jest a careless boy and I didn't watch my team like I ought to. Well, when that corn began to come up Pa took me out to the field and had me stand at the end uv the rows and try to look down the trail I'd made. I wuz most terrible ashamed. Pa didn't say a word to me, but I never planted a crooked row after that.

Well, it pears to me that all uv us ought to watch the rows we're plantin now so that when we come to the end uv the row there won't be no disgraces left behind us that will be hard ter some other fellow to plow. The fellow that had to cultivate them crooked rows uv mine never had no pleasure in the job jest because I had started him bad.

I wouldn't have no pleasure in the after glow uv the sun if it wuz all disfigured, and there wouldn't be no pleasure in the after glow uv Jack Gallagher's life if it had led thru a lot uv ugly places before it reacht the end. But it wuz a good trail. He wuzn't goin the same road I wuz on, but it ain't fer me to say that him a Catholic and me a Protestant we won't both meet some place at the end uv the road. I'm asettin here lookin into the after glow uv his life and it satisfies me.

Ma's busy with her summer work and speshully with a yard full uv young chickens. We keep wonderin how long they're goin to keep you over there aguardin them bridges in Germany. We're gittin a little older every day and it would seem powerful good to have you back again.—DAD.



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Vol. XV. No. 4

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OCTOBER, 1919

Judge and Jury

By J. R. Sprague

MRS. HENRY GREENWOOD stepped down her front walk to the curb and into her electric, to drive down town for a morning's shopping. She did this with a little self-consciousness and a secret hope that some of the neighbors might be looking, for it was her first electric and she had owned it only since Christmas.

As she settled back on the cushions and took hold of the starting lever Mrs. Greenwood had a sense of comfortable well being. She was pretty, blonde, thirty, and her husband's professional income was satisfactory; she could still afford good clothes even tho her electric had been added to the family expense account. A whole morning's shopping was before her, and Mrs. Greenwood prided herself on being a skillful shopper.

Arriving in the down town district, Mrs. Greenwood's first errand took her to the Elite China & Glass Ware store.

She approached the cut glass section. A new salesman was in charge of that department and he was anxious to do business because he drew only ten dollars a week salary and anything he got over that came from commissions on his sales. He was showing a man some iced tea glasses, but having seen Mrs. Greenwood get out of an electric he figured that she would be a better spender, so turned his man customer over to an assistant, who promptly lost the sale.

To Mrs. Greenwood the new salesman was all attention. She asked to see some cut glass salad bowls. He set a number of them out on the counter and talked in a cheerful, enthusiastic way of their beauty and worth. He did not give his customer a chance to say that she could buy the same thing cheaper at a department store; he said his salad bowls were all hand cut on lead blanks, and that the reason the department store cut glass seemed cheaper was simply because it was polished with acid instead of by hand.

He assured Mrs. Greenwood that every one of the bowls in front of her was the very latest New York

style because he had selected them himself when on a recent buying trip to that city. He added that he had been reading a book which said the old Greeks were so artistic that it actually hurt them to see an ungraceful line and he guessed he must have some Greek blood in him because he just couldn't bear to sell anything but perfect goods.

Mrs. Greenwood seemed only mildly interested in the salesman's talk but asked to look at other pieces on the shelves and he accommodatingly got them down one after the other until the counter was a wilderness of cut glass salad bowls. At last one was set before her which seemed to meet with Mrs. Greenwood's approval; she examined it to see if there were any flaws, remarked that the cutting did not seem very deep, and then inquired the price.

"That bowl is the sweetest thing we have in stock," replied the salesman eagerly. "I have seen the same thing on Fifth Avenue priced at ten dollars, but I can let you have this one for eight-fifty."

"I believe that will be all this morning," said Mrs. Greenwood pleasantly as she turned to

leave. "I won a bowl like that at a card party last week, and just dropt in to find out how much it is worth."

The salesman banged one of the bowls back on the shelf and remarked to his assistant just loud enough for the retreating customer to hear: "Say Joe, this ain't a store we're working in. It's an information bureau!"

MANY people have two sets of ethics—one for home and the other for down town. In their homes they are kindly, hospitable and on good terms with all the neighbors, even including those who keep chickens; but when they venture into the business district, proprietors use bad language under their breath and clerks employ all sorts of schemes to get out of waiting on them.

Mrs. Greenwood was one of these. She did not know that she was unfair in her down town dealings. If she thought about it at all it was with the vague idea that so long as the stores were there one might as well make use of them. She had, beside, a well defined opinion that as business men think only of making money out of the public, it was rather worthy to thwart them occasionally.

From the Elite to Palmer's jewelry store was only a few steps and so Mrs. Greenwood walked the distance, tho it is a distinct pleasure to drive a handsome electric up to the curb in front of a store and get out in full view of all the clerks.

THE house of Palmer had stood for more than forty years on the same corner catering to the sentimental life of the community. Two generations of young men had bought at Palmer's all the offerings of courtship beginning with the solid gold brooch at five dollars; the silver handled umbrella; the comb, brush and mirror set; and clear thru to the inevitable plain gold wedding ring at the end of the trail. It was said that if all the engagement rings Palmer's had ever sold were placed from end to end, they would extend from the city hall to the court house and back again.

Mrs. Greenwood entered the



"I won a bowl like that at a card party and just dropt in to find how much it was worth."

Palmer establishment. Her wrist watch had stopt, and as Palmer's had guaranteed it for a year, it was up to them to make it right. She walkt up to the repair counter and handed the timepiece to the watchmaker who opened up the back and lookt at the works thru his little black magnifying glass. He poked into the hairspring with a pair of tweezers, shook the balance wheel to see if it was loose, held the watch up to each ear in succession, and then announced:

"One of the jewels is broken and it will cost two dollars to replace it."

Mrs. Greenwood bristled. "Why the idea," she said heatedly, "my husband bought the watch here only about a year ago. They must be very poor jewels to break in that short time."

"The timepiece has evidently been knockt in some manner," replied the watchmaker pleasantly, "and here is a dent in the case showing where it has been hit against some hard object. I notice the hands are stopt at eleven o'clock. Do you recall anything that may have happened to it at that hour?"

Mrs. Greenwood did recall that at about eleven the night before she had come out of a picture show and bump't the watch against the door of her electric, but it was not a hard bump, and anyhow she did not feel that her actions should be spied on by an ordinary mechanic. So she said in a very dignified manner:

"Let me have the watch if you please, and I will see the proprietor about it."

She carried the timepiece back to the office, and laid it in front of the proprietor.

"This is the watch I got from you only a short time ago Mr. Palmer," she said, "and your repair man says a jewel or something is broken. If that is so, it must have been broken when you sold it to me, for I am a very careful person."

The jeweler was a good natured man who hated to argue with lady customers. He also uneasily recalled the slogan which appeared in all his newspaper advertisements; "No transaction is complete until our customer is satisfied." He sighed as he thought of the high cost of satisfaction.

"Oh, I guess that will be all right Mrs. Greenwood," he said. "Just leave the watch here and we will fix it for you without charge."

MRS. GREENWOOD thank't him and moved toward the door. "While I am here I believe I will look at some silver vases," she said.

She spent fifteen or twenty minutes looking over the stock, and finally selected one at twenty-five dollars.

"I am not quite sure that this one will match my silver candlesticks," she remarkt, "but you may send it home. If I decide not to keep it, I will phone you and you can send for it."

As she left the store she reflected complacently that the vase was just the right size for her dining room table, and that it certainly would impress the Wilsons who were coming to dinner. She would polish it herself very carefully before phoning the jeweler to send for it, so it could not possibly show that it had been used.

Mrs. Greenwood felt that she was having a very successful morning's shopping as she left the jewelers'.

SHE crost the street to the department store of Walton & Co. She walkt back to the book and stationery section.

"I have brought back these books for ex-

change," she said, laying a package in front of the saleswoman.

"I am afraid I can't exchange them for you," replied the girl. "There is a rule against taking back books."

Mrs. Greenwood controlled her temper with some difficulty.

"Of course you don't know who I am," she said in a dignified manner, "and so I will ask you to send for the floor manager."

When that person had arrived, Mrs. Greenwood explained that the books had been given her as a birthday gift some time before, and having little time to read, she had decided to exchange them for a vacuum bottle or something.

The floor manager opened one of the books and lookt at the fly leaf as if he was expecting to find something. He was not disappointed, for there, quite neatly erased, but still faintly showing, was the sentiment, "To Olive from Sister."

"Of course we couldn't exchange a book that has been written in," said the floor manager decidedly.

Mrs. Greenwood flusht a little but stood her ground bravely.

"I don't see where a little thing like that would make any difference," she said.

To The Photographer

Take a picture of me, mister, as I lookt ten years ago!

That's the kind, I've always noticed, that the great men like to show.

On the talcum powder boxes, on the shoes we know so well,

There are men with dark mustaches, looking rosy-cheeked and swell,

Tho we know with painful surety they are gray and wrinkled now,

With the locks retreating swiftly from each one-time beetling brow.

For the pictures they exhibit are the same ones that we knew

When our own top-knot was thicker and our cheeks were plumper, too!

Statesmen, too, I s'pose you've noticed, like to let reporters take

(For the reproduction purpose) something mighty nigh a fake!

There's a negative secreted with a picture-making man—

Negative we're sure was taken ere the last decade began.

That's the one, it's safe to gamble, off of which the print is made

When the coaxing scribbler asks them for "a half-tone for The Blade."

As they trade for shine and wrinkles all their dimples and their hair,

It is harder far to herd them toward the photographic chair!

Take a picture of me, mister, as I lookt ten years ago!

That is not the stated purpose of photographv. I know.

It's supposed to deal with portraits showing how a fellow looks,

But it's seldom thus employed in the papers or the books.

When a man's or woman's portrait turns out flattering, you're sure

To be making pictures from it while themselves or friends endure.

So get busy with your shooter; and you positively know

I'll be happy if it shows me as I lookt ten years ago!

—Strickland Gillilan, Rotary Club of Baltimore, Md.

"Would you yourself buy a book in that condition?" askt the floor manager.

"Why no, of course not," replied Mrs. Greenwood proudly, "but there are lots of people who are not so particular as I am."

But the floor manager would not accept the argument.

"I am very sorry, but I shall have to adhere to our rules," he said finally.

"Very well then," replied Mrs. Greenwood coldly, "that is quite your privilege, but of course I shall never buy anything again from a store which acts in such an unaccommodating manner."

LUNCHING at home with her husband Mrs. Greenwood described her morning's adventures in the business district. She always found him sympathetic in such matters. He would laugh indulgently when she told him something which illustrated her skill as a business woman. "You are all right, girl," he would say. "I guess you can take care of yourself in the business world."

Henry Greenwood had always been rather admiring of anyone who got the best of a business transaction. He rigidly observed the ethics of his own profession, but his was not a calling that brought him much in contact with actual commercial life. He had an idea that in business both buyer and seller ought to beware; that if either got hurt it was his own fault.

"I am about to take a course of business education myself," he said to his wife. "I have been elected a member of the Rotary club, and among all those merchants and business men I surely can learn some of the tricks of money making."

"And, by the way," he continued, "I attend my first meeting tomorrow night. It is something of a ladies' affair and you are expectd to come too."

"Me go to a meeting of storekeepers and people like that?" demanded Mrs. Greenwood. "I might as well belong to a lodge."

"Oh, well, it won't hurt you just this one time," argued her husband, "and, believe me, it will be worth something to hear those shrewd business men explain how they separate the public from its money."

NEXT evening when Mrs. Greenwood and her husband arrived at the Grand Hotel the big parlor was already filled with Rotary members and their wives. She lookt searchingly around at the faces of the other women present and came to the conclusion that her worst fears were about to be realized.

She did not know more than half a dozen women there!

Henry had gone and joined something that gave one no more social standing than a lodge of some kind. She would get thru the evening somehow, but it would be the last time; if Henry liked that sort of thing all right, but this trying to mix business with society wouldn't do at all.

But there was something about it that held her interest, tho it was distinctly not her set. Everybody seemed to be happy. In her set, happiness consisted of making people feel one's superiority, and this was most easily accomplished by a display of extra expensive clothes or jewelry or anything else that proved one had money.

But here in this gathering of Rotarians was an atmosphere that Mrs. Greenwood could not

understand. They were all business men; there could be no doubt about that for every man wore a badge on which was prominently lettered his name and the character of his business. According to Mrs. Greenwood's ideas, a business man when not on duty spent his time thinking up plans for getting the best of the public in the following day's operations. But they were all together here in the parlors of the Grand Hotel, talking, laughing, and apparently having a good time,—business men from every line of endeavor,—and yet none of them talking about business.

Two or three men came up to shake hands with her husband and she distinctly heard them call him Henry. She glanced at his face to see how he would take this familiarity, and to her surprise he was smiling broadly. "I believe he actually likes it," she mentally remarked.

An orchestra somewhere began to play, the dining room doors opened, and the crowds surged in. Mrs. Greenwood would have liked to sit with some of the women whom she happened to know, but there was no opportunity. The tables were set in long rows and she and her husband were arbitrarily placed according to a number given them at the door. She found herself sitting between her husband and a member in the wholesale grocery line, while opposite was a clergyman with his wife, and a man whose badge bore the inscription, "Cigars, Retail."

WHEN the meal had been finished a young man in an army uniform stood up at the far end of the room and announced that he was going to lead them in some singing. "Now let's stand up and try to forget ourselves," he said. "We will begin the services with 'Katy.'"

Led by the young man, who continually ordered everyone present to cut loose, the meeting roared and stuttered thru the song until brought up with a bang at Katy's kitchen door. The young man was not satisfied.

"Not half enough pep," he shouted. "This is no place to be self conscious. Just open your mouth and cut loose. No one cares whether you can sing or not. The main thing is a big noise."

It all seemed pretty unconventional and not at all like anything to which Mrs. Greenwood had been accustomed, but somehow she fell under the spell of the young man's furious urging and after awhile she began to sing with the rest.

After Katy the gathering boisterously packed all its troubles in its Old Kit Bag, defiantly claimed ownership of Little Liza Jane, and wound up by cutting loose on the Long, Long Trail.

Mrs. Greenwood was thrilled with a curious sense of easy friendliness. As she looked around she caught the eye of another woman whom she had never seen before, half way across the room, and she found herself smiling cordially to this stranger. Half an hour before she would have thought such a thing impossible, but now it seemed quite the natural thing.

THE president of the club got up and introduced a man who was announced to make a talk on his business.

"It's the first time he has ever done anything before an audience," the wholesale grocer whispered to Mrs. Greenwood.

"I am anxious to see how he makes out."

"What business is he in?" she asked.

"He's a plumber," replied the man.

Mrs. Greenwood stirred a little uneasily and rather wished she hadn't come. Even if a plumber could make a speech it was not a subject that anyone cared about. The plumbing business might be amusing enough as the subject of newspaper jokes, but as a topic for after dinner discussion, clearly it was not the thing.

The speaker was a mild faced man in the thirties, visibly embarrassed at having to stand up and be looked at by two hundred people all at once. He started off haltingly and in a low voice.



There was a serious note in her voice. "Let's sit down and talk a few minutes," she said. The silver vase from Palmer's still stood on the mantelpiece.

Someone called out: "Talk louder! Pretend you are talking to a gang of union men asking for more pay!" And another humorist shouted, "I could hear you all right when you told me how much my plumbing bill was last month."

"How mean of them to joke him that way," said Mrs. Greenwood to her neighbor. "He is already embarrassed enough."

"They do it because they like him and want to help him out," was the reply. "A little friendly joking gets a man away from his self consciousness."

Sure enough the speaker seemed to gain confidence. It was not a story of a big business that he told; just a plain recital of how he had quit school at seventeen to go to work in a plumbing shop and learn the trade; how at twenty-five he had saved up a little money to start in business for himself; and from then on the average ups and downs that come to most men.

He told of the troubles he had at first in establishing credit; how he would give an order to a traveling man only to have the house write that the order was appreciated, but the cash must be sent before the goods could be shipped. He humorously told the meeting that he had found a good way to make the hot summer months pass quickly; all he had to do was to sign a note on the first of June, payable in ninety days, and the first of September would roll around almost before one knew it.

In the speaker's whole talk there was no suggestion of advertising his own business. Where he touched at all on the technicalities of his trade, it was only to explain to his hearers how they might save money on their plumbing bills. The rest was merely telling how his particular line of business had influenced the life of a human being who happened to be himself.

For the first time in her life Mrs. Greenwood

began to realize that business might not be the ruthless, impersonal thing she had imagined, where nothing is allowed to stand in the path of profit. She began to see that there was a very human side to it; that every business worth while is the expression of some man who has hopes and ambitions quite apart from the making of money.

THE plumber's talk was scarcely over and proper applause given when a man appeared at the door of the big dining room and announced that an aged member of the club had suddenly been stricken in the lobby of the hotel and a physician was urgently needed. At once the surgeon member of the club got up and hurried out. Almost immediately he reappeared at the door and stated that it was a serious case and he wished to bring the patient before the club.

Then came a grewsome procession. Preceded by the surgeon, two stalwart men half led, half carried, the emaciated figure of an old man between them. His legs wobbled deplorably as he tried to trundle himself along. His head waggled on his shoulders, causing his long white beard to undulate aimlessly. He was distinctly all in—the one horse shay just before its final collapse.

The grisly figure babbled foolishly from toothless gums. As the procession past down the dining room a member got up from his chair to better examine the unfortunate one, and turning around he half shouted:

"Holy Gee! It's Frank Jamison, and he has taken out his false teeth to make himself look old. Is there no limit to what fellows are willing to do for Rotary?"

The patient was finally got up on the platform at the end of the hall, and the president of the club asked the surgeon to diagnose the case.

"IT is a sad affair," responded the surgeon. "This man was once young and blithe; he had a mother who loved him and a father who tolerated him. A young girl was almost persuaded to marry him but drew back in time and wisely ran away with a truck driver instead."

"The trouble with this unfortunate man is, that he is a thirty per cent Rotarian. His motto thru life has been to get something for nothing. How he managed to get into Rotary I do not know; but I do know just how he figured it out. He thought by being a Rotarian that all the members would trade with him and that would be easy money. It would be all profit in fact, because he had no idea of doing any work for Rotary. Whenever he was appealed to for any money,"—

At the sound of these last words the aged unfortunate raised his head to look wildly around and made weak motions as if he would flee the room. The effort was too much for him and he sank back in his chair, his head wagging horribly and his feet kicking aimlessly into empty space. There were two or three convulsive jerks of the body and then an unnatural stillness. Frank Jamison was a good actor.

The surgeon made a quick examination and then turned to the audience, saying with mock solemnity:

"My friends, you have witness the departure of this poor old comrade's soul."

"He didn't have one," interrupted a coarse voice from the audience.

Here the president of the club interposed "He was almost human anyhow," he said, "and as such is entitled to some respect. I will ask our clergyman member to try and say something pleasant over the remains."

"MY friends," said the clergyman when he had mounted the platform, "there is nothing in this universe but has its uses, and perhaps the career of this hapless old man may after all be turned to good account by teaching us survivors what not to do.

"He was looking for happiness, just as we are, but he did not know exactly what happiness meant. He thought it would come from getting as much himself as possible and letting everybody else sweat.

"He liked to stand on his rights. He used to tell as a proof of his cleverness that on one occasion he went in a clothing store to buy a suit and was waited on by a new clerk who got the price tags mixt up and sold him a fifty-dollar suit for eighteen dollars. About the time he got home the clerk phoned him about the mistake and askt him if he would not bring back the suit and exchange for the right one.

"Say, do you take me for a fool?" our departed friend demanded in reply. 'I paid the price you askt. I bought the suit and it's mine.' And the young man, who was helping to support a family, paid the difference out of his twelve dollar a week salary.

"Another incident will throw further light on our poor old friend's ideas of living. As you know, he was quite a heavy advertiser in his business. On one occasion he contracted for a full page advertisement in one of the local newspapers. He wrote the copy and gave it to the solicitor, who promised to bring a proof of the advertisement after it had been set in type. But the solicitor was suddenly called home on account of sickness in his family and so the advertisement appeared next morning without having been corrected. There were two slight errors, nothing that affected the force of the advertisement, but still they were errors.

"Our friend again stood on his rights. He would not pay the bill. He had been promist something that he did not get. The newspaper compromised for half price rather than go to law, and the solicitor lost his position.

"But the poor old man's struggles are over. Never again will he have the keen enjoyment of taking the cash discount off a bill that is sixty

Brace Up!

It doesn't pay,
In the world of today,
To always be looking for grief.
When the other man's down
Don't pass by with a frown,
Cheer him up and give him relief.

If business goes wrong,
It cannot last long;
Brace up! use more "pep" and win out!
Put your arm to the wheel,
Give each one a square deal,
Luck will be on your side without doubt.

And when you feel sad
Just try to look glad;
Don't wear your heart on your sleeve;
The world doesn't care
All your troubles to share;
Be a man and your purpose achieve.
Don't grieve.

—Wife of a Lincoln (Nebraska) Rotarian.

days past due, nor demanding a new automobile tire for one that has not lasted five thousand miles on account of running into a nest of broken glass.

"His nearest relative and heir, a nephew, is a gentleman who has also inherited many of the family traits so well exemplified in our departed friend. This gentleman will probably drive a shrewd bargain with the cemetery management for a burial lot which is priced cheap on account of being in somewhat swampy ground. The funeral over, he will shop around among the monument dealers for a suitable headstone. He will be shown works of art at four and five hundred dollars all covered with angels and harps, but he will not be interested. At last he will find something more to his liking.

"Uncle was a man of simple taste," he will say to the monument dealer, "and would not approve of my buying one of those elaborate ones. I think this plain little slab which you have got markt twenty dollars will be suitable. I will take it if you will make it seventeen fifty."

The clergyman stopt and motioned to four stalwart pallbearers, who pickt up the chair in which the defunct member reclined, and bore their burden solemnly out of the hall. As the procession filed thru the door the corpse raised his head and winkt humorously back at the audience.

MRS. GREENWOOD was disturbed in her mind. She wondered if some of her business dealings might not seem a little unfair if judged by the standards of these business men whom she always had supposed thought of nothing but profits. She glanced sideways at her husband. He too was evidently thinking, for he sat very still looking intently forward at nothing, a little red about the ears.

The president of the club got up to make a few closing remarks.

"The death of the thirty per cent Rotarian makes a pretty good text," he said. "We do not claim that we are reforming the business world, but by bringing men of dissimilar interests together and getting them to know each other well, we are teaching them to see things from each other's viewpoint.

"There aren't any set rules to go by in every day dealings. In most of his actions a man has to be both judge and jury, and that is an awful responsibility. Incidents occur every hour where we can, if so inclined, decide matters in our own favor and no one will know the difference.

"The province of Rotary is to teach its members how to be better judges and juries."

The meeting was over. Again friendly greetings were being exchanged. Good-nights were wisht and the crowd went its various ways. Mr and Mrs. Henry Greenwood were unusually silent as they rode home in the handsome electric. But when she let him in the back door as he came from the garage there was a serious note in her voice.

"Let's sit down and talk a few minutes," she said. "It's this way, Henry," she continued. "I am afraid I haven't always acted quite fair about some things. What that man said about each of us being judge and jury sort of applied to me. I don't want people to think I am unjust."

The silver vase from Palmer's still stood on the mantelpiece. It had served its purpose and was ready to be returned on the morrow.

"I guess you had better go by Palmer's and pay for that vase," said Henry Greenwood gently. She nodded in agreement.

Note: Jack Sprague, author of the foregoing story, is a member of the Rotary Club of San Antonio, Texas. Some years ago he began writing sketches of the members for their club publication. Friends urged him to try for bigger game, and before long Jack had articles appearing in various magazines. For some time he has been writing exclusively for "The Saturday Evening Post"; in fact, this is the first article he has written for any other publication for some months.



Industrial Democracy at Work

By Leopold Demuth

IN the constantly increasing number of inquiries in various lines of business thruout the United States, we have evidence of the growing public interest in the plan of Industrial Democracy at the plant of Wm. Demuth & Co. These inquiries include requests for a description of our community of interest plan and of our experience with it. A description of our plan and its working may best be given by answers to these inquiries.

Is the Demuth Industrial Democracy still an experiment or is it a plan that has been satisfactorily worked out?

We consider that the Demuth democracy is no longer an experiment. It has been in operation for a period of two years and while we are continually making minor improvements in our organization, nevertheless we have actually tested the plan under circumstances which leave no doubt in our minds as to its success.

What is the central idea of the Demuth democracy?

It is a system of self government modeled upon our own Federal constitution and National Government by which our nine-hundred men and women employes at Richmond Hill, New York, have a voice in the running of the plant.

What is this system of representation?

This representation follows closely upon the lines of our own National Government. There is a Cabinet, a Senate and House of Representatives. The Cabinet and Senate are not elective bodies; the members of these bodies hold their places by virtue of their positions in the business. The Cabinet is composed of the executives of the company, and the Senate of the foremen and heads of departments.

The House of Representatives, as in the case of the administration at Washington, is the popular body. It is elected by secret ballot by the whole body of workers. There is approximately one representative to every thirty workers and each department is represented. The only qualifications placed upon the men or women elected are that they speak and understand the English language, that they shall have been in our employ for at least one year, and "on the level."

What is the method of procedure of transacting the business of the firm in connection with the House and the Senate?

As in the case of our National Government, a set of rules have been established by which the House and Senate do their business. Meetings are held once a week by each body separately. Each body elects its own officers and standing committees to which are referred all prospective legislation. When these committees make their report, the subject in question is thoroly and openly discuss and if any legislation has been past or recommendations made, the matter is brought to the next body for its action. Naturally to become a law, a bill must first pass both House and Senate and also receive executive approval.

Leopold Demuth is president of Wm. Demuth & Co., of New York City, manufacturers employing 900 men and women. In this plant, some two years ago, John Leitch, formerly member of the Rotary Club, Cleveland, Ohio, installed his plan of "Industrial Democracy." It is the largest pipe tobacco factory in the world and has been in business for more than half a century. Geo. R. Wilson, sales manager of the concern, is a member of the New York Rotary Club.

This article is published merely as information. The International Association of Rotary Clubs has not taken any position as to "industrial democracy." Every Rotary club is now studying the problems of the relations between employers and employes.

What happens when the House and the Senate pass a bill and it is disapproved by the Cabinet?

No such situation has yet arisen in our two years of the Demuth democracy. The Cabinet has the power to veto, but to this date has never exercised this power, there having been no occasion for it.

What are the ordinary duties of the Representatives?

The Representatives in the lower House act as counsellors within their departments. They receive and transmit to the House all suggestions and complaints and they are also responsible for keeping their fellow workers informed as to what takes place at the weekly sessions of the House.

How can legislation be initiated except by being introduced by a member of the House?

The Cabinet can initiate legislation by means of a message to the Senate or the lower House and the same opportunity is open to the Senate.

How was the Industrial Democracy installed?

The Industrial Democracy plan was brought to the attention of the firm and employes by John Leitch, a Business Engineer of Philadelphia. At a series of general mass meetings attended by the members of the firm as well as by the employes themselves, he discuss the necessary foundation stones of a new business policy starting with Justice and Cooperation and taking in Economy and Energy with the final keynote of Service. After accepting this business policy as a guide for our work and actions, we then started to govern ourselves under this new dispensation with the understanding that all rules and regulations effecting the employe were to be in the hands of the legislature subject to the confirmation of the Cabinet.

Did you have any trouble in introducing the plan?

Frankly, at the outset, some of the workers received the idea rather coldly; others viewed

it with more or less suspicion. The interest of all was aroused however, when presently it was explained to them that if, by reason of any cooperation induced by this plan, there was a saving in the cost of production, such saving, whether in overhead or because of larger production, would be divided between the company and the workers.

And when at the end of two weeks we were able to declare a 6½% dividend and thus give them concrete evidence of our sincerity, they warmed up to the idea and were enthusiastic in their endeavors to make the experiment a success.

Was the plan introduced because of labor trouble?

Emphatically no. We have had no labor trouble in our business for many years and did not fear any at the time we started this plan. It seemed to us the wise, liberal, as well as paying policy. We had been established for over fifty years and when the growth of our business made intimate relationship between the employer and employe impossible, we realized that only through giving the worker some say in the running of the plant could we get the cooperation so urgently needed to further promote business.

Hitherto, the labor leader had been the only teacher of the working man and we knew it would pay us to endeavor to educate him in a way that would teach him the value of cooperation.

Do you believe any profit sharing plan would produce the same results?

We believe that profit sharing is one method and that ours, based upon actual performance of the worker, is another. The profit sharing plan has many worthy features, but we do not believe that many workmen understand the inevitable variation of the percentage of profit. Furthermore, we do not believe that he should be made to suffer for any losses connected with sales, finances or raw merchandise investments, all of which are beyond his control.

Our plan is based upon a saving accomplished by the worker in both production as well as overhead. Furthermore, under our plan whereby we give our employe his dividend every two weeks, incidently in a separate envelope marked "employe's dividend," he does not have to wait for what seems to him the indefinite future to learn whether or not the employer is living up to his promises.

He can watch his dividend grow larger or smaller and soon he will begin to learn that when every machine is running all the time, he makes more money than when his fellow workers take holidays and machines are left idle. Thus he comes to know that cooperation means a larger pay envelope.

Is Industrial Democracy suitable to business?

Of course, every business has its own individual problems and no system laid down will be universally applicable. But it is our opinion that the principles can be made to fit in any organization employing labor to any extent.

Has not industrial democracy undermined your authority—the authority of the employer?



Wm. Demuth & Company of New York is one of the firms which has installed the industrial democracy system in its plant. This shows a session of the House of Representatives, constituted of employees elected by their fellows to represent them.

No. It has not in the slightest impaired the authority of the employer. On the contrary that authority has been strengthened by reason of the fact that no important action is taken without the approval of the employees thru their Representatives; and today in our plant, anyone inclined to be troublesome must reckon with the force of the opinion of his fellow workers which is a most powerful factor.

What effect, if any, has the plan had on the labor turn-over?

As a result of our Industrial Democracy, our labor turnover has gone down to a point where it is not a serious factor with us.

During the height of the war, when high wages in the ammunition plants were tempting workers, and our neighboring manufacturers were feeling the shortage of labor, we fortunately had the interest of the men themselves in this problem. Knowing that lack of help would reduce their dividends, our employees saw to it that their fellow workers stayed with them and their friends were brought in to fill any vacancies.

What effect has your industrial democracy had on the cost of production?

Frankly, we cannot say specifically whether or not Industrial Democracy has reduced the cost of production during the last two years; our costs have risen as we expected they would, due to the same war conditions which affected everyone else.

We did not in the beginning have any illusion that Industrial Democracy would keep our costs down to pre-war basis. How much lower they have been than would have been the case if we had not had Industrial Democracy, is largely a matter of speculation.

We honestly feel that we have benefited distinctly from this point of view. We are convinced that under the old system we would have had a much more rapidly rising scale of wages, and the difficulties with employees suffered by many other firms, all of which would have increased costs far beyond the point to which they did rise.

What is the biggest and most difficult task in the installation of Industrial Democracy?

The biggest and most difficult task in the installation of this plan is establishing confidence

between worker and executive. Without the cooperation of the whole body of workers, the idea must fail; but our experience has been that when employees are once convinced of the company's sincerity, this cooperation is given whole-heartedly. Our dividend system is a powerful factor in gaining this confidence.

Are you able to give an example of how any one move suggested by the employees has reacted to the benefit of the firm itself?

Yes. Take the question of hours of employment. We were working fifty-three hours a week. At one of the meetings of the lower House, it was suggested that the working hours could be reduced to fifty without a loss of production and with a certain saving in overhead.

The subject was argued from every possible angle. Finally, all three bodies came to the conclusion they would try it out. If the experiment resulted in any loss of production, the workers agreed to go back to the fifty-three hour week. Everyone pledged himself to a full honest fifty hour service, promising to avoid tardiness and idle machinery.

Before the trial period was over, the produc-

tion was increased by about eight per cent, which meant better income and saving for all concerned.

A few months ago the Cabinet suggested to the men that as long as the first change of hours worked out so successfully, the House and Senate should consider the advisability of changing to a forty-eight hour week. After quite some deliberation, the new schedule was accepted and we are now working forty-eight hours without having decreased the production.

What effect has the community of interest idea had upon quality production?

Many of our men are piece workers. Some were in the habit of rushing their work so that they could make the most money regardless of the quality of their output. At the meetings of the lower House, the Representatives of the workers learned that this policy was lowering their dividends for it was resulting in a large amount of waste.

The representatives brought home this fact to the workers, who began to realize that any gain made by rushing their work was more than offset by the loss in dividends caused by this method. Consequently, they soon began to turn out better pipes.

Another important factor in raising the standard of quality is that by reason of his having a voice in the management of the plant, the worker takes more pride in his product, as in the case of the craftsmen of old. For instance, whereas formerly he looked upon the W. D. C. triangle as merely a business trade mark, to-day this same worker puts enthusiasm and pains in his labor, so that only a superior article will bear what he now calls the seal of his Demuth Industrial Democracy.

Can you give an instance of how the community of interest idea has aided or is aiding in the work of Americanization?

Yes. We had many foreigners in our factory. The House of Representatives brought forth the point that the inability of many men and women to understand English was a handicap to the business in that they sometimes misunderstood what was told them.

So in connection with the Board of Education of New York City, they established English Speaking classes. There again, we applied our 50-50 principle, as time spent in these classes is one-half company time and one-half employees time. Besides the English language, we are teaching the



The Senate of the industrial democracy of Wm. Demuth & Company in session. It is composed of the foremen and department managers of the firm.

first principles of Americanism. We point with pride to a record of ninety-five applications for citizenship papers which our employment manager filled out a few weeks ago.

Name one of the important results, if not the important result, of the community of interest idea?

From the human standpoint the most pronounced and satisfactory result—the one thing more than any other that has made it seem worth while—is that our community of interest idea has helped to make better men and women. It has increased their self respect, for they feel that they are now being treated not as “hands” but as men and women. Consequently, one and all take pride in their factory, pride in their labor and pride in their product.

Naturally, too, our community of interest idea has made life more worth the living in that employees and ourselves as employers now occupy the most happy kind of relationship to each other.

From the business point of view solely, the community idea has developed a new and remarkable team work thruout our whole organization, with the result, as already stated, that we are making better pipes and more of them.

What cannot be accomplished by an organization building with the principles of Justice, Cooperation, Economy, Energy and Service! With that

kind of foundation it seems to us that almost any kind of accomplishment within reason is possible.

What do the men themselves think of the plan?

The words of Harry Leibold of the amber mounting department, and a member of the House of Representatives, can answer that question. He says:

“I have seen Industrial Democracy in operation at this factory for the past two years and the main reason I am for it heart and soul, is because I know that thru it I can always get a square deal.

“When a man in my department has a grievance, he comes to me and tells me about it and he knows that I will take the question up at the next meeting of the House of Representatives, and consequently the foreman in the Senate and the “Bosses” in the Cabinet will know about it. They will act on it one way or another and my experience has been that every question has been settled fairly.

“Before we had Industrial Democracy a man with any cause for dissatisfaction would most likely keep it to himself or tell the other workers about it. Perhaps the manager would be too busy to listen to him, so he would nurse his grievance and very likely he would quit. Indus-

trial Democracy prevents just such little troubles before they get big.

“Nowadays at the plant you never hear a foreman urging the men to get on the job. There is no need for it. We all know that by doing our best all the time we are increasing our own dividends. Now whenever a man “knocks off” early, comes in late or takes a holiday, it is not the boss who wants to know the reason why, but the other men and women workers whose dividends he is lowering. Before Industrial Democracy was put into effect, it was every man for himself; now, it is all for one and one for all. I have been in this shop for twenty years and I have never seen the desire to cooperate with the other departments and help the other fellow out so strong as it is now.

“And another thing, Industrial Democracy has proven that some of our men had stored up in their minds, ideas for new machinery and other labor saving devices, but they kept these plans to themselves because they were not sure of their reception by the management. Now, a man with a good idea knows that not only will his suggestion be welcomed, but that if practicable it will be rewarded. In our plant to-day labor and time saving machinery invented by the men is lowering the costs, increasing production, and thus earning dividends.”

Rubber and Industrial Democracy

By Edward S. Babcox

NO civilized man knew of rubber until Columbus found natives at San Salvador playing with crude balls that “bounced.” They also had fashioned crude shoes and clothing from the same material and those were useful because they were water proof. Columbus observed that these “balls” would erase chalk marks on paper and wood by rubbing. So the substance became known as RUB-BER.

Rubber trees grow best around the equator. They require great heat and abundant rainfall. For centuries most of our rubber trees grew wild in the jungles of the upper Amazon Valley. Crews of natives were sent twice a year into these wilds to gather it. Five hundred might go—one hundred return. Fever and reptiles made the difference.

Jungle Plan Obsolete

When rubber became better known as processes of vulcanizing became better understood and its fields of usefulness broadened, greater production became essential. The jungle plan became obsolete. It remained for England to solve it.

In 1876 an Englishman, Wickham, sailed a boat up the Amazon and cautiously loaded it with the most valuable cargo Brazil ever let sail from her shores. It carried seedling rubber trees. He took them to India, put them in hot houses, later transplanted them in Sumatra, Java, Ceylon, and today the crude rubber center of the world is Singapore and not Para in Brazil. In the far East, rubber trees are planted, thinned out, cultivated, tapped and cared for in a highly scientific way, and it is because this is so that *more people ride on rubber in America today—than ride on trains.*

Rubber is a secretion in the bark of the tree. It is not the sap of the tree. It is a very delicate job to tap the tree and men spend their

lives in perfecting themselves in this specialty.

Formerly 90 per cent of all rubber came from Para. Today less than 30 per cent comes from there and over 70 per cent from the Far East plantations. Incidentally, this scientific cultivation of rubber has brought down cost from \$3.60 per pound five or ten years ago to 60 to 80 cents per pound today. A few rubber factories own and operate their own plantations and ship their own rubber direct.

A certain rubber inventor, some fifty years ago, walked along a New York street and found on the sidewalk a leaflet about Akron. He read it; decided to see the place; did see it; settled there; built a shed for a plant; continued his experiments. The business grew, others—quick to see opportunity—got into the same work, and so Akron became unwittingly the heart of a great business.

Akron is a city of 200,000. Ten years ago it was less than 100,000, and a few years hence will likely exceed 400,000. Our population, like our business, grows fast. There are over 8,000 houses being built today (or planned for), 5,000 by one company alone. New factories are springing up on all sides and no man yet has set a limit on our growth.

Employees Are Shareholders

Our vast industries there have worked out many of the basic problems of American business, and to my mind have helped create what I like to term “The New Democracy of Business.”

For years business men have been figuring out plans for profit-sharing, for giving labor adequate representation in settling problems relating to them. In our rubber factories you'll find thousands of workers are stockholders—having acquired shares at a price below the market. In our factory a large majority of our people own

stock and take interest and pride in their work accordingly. We have splendid ball diamonds, tennis courts, etc., in our 30-acre factory plant, and men and women are attracted by those things which make working more congenial and pleasant.

A man went thru our factory one day, and when he came out he said: “I know now what that pleasant hum is when I ride on your tires. It is the smiles and happiness your people build into every tire.”

Square Deal for All

He was right. Our people are happy and contented. Rubber workers generally thruout Akron are wholesomely happy. The manufacturers have made it their business to see that everybody has a square deal—so that the city and all its people are essentially 100 per cent American in spirit tho our foreign element is large. There were 21,000,000 tires produced in 1917, value \$450,000,000. There will be 27,000,000 in 1919.

Thru it all—thru all this wonderful prosperity of the past twenty years—millions have been made, of course. But, more essential is the MEN who have been developed; men who see all angles of the intricate industrial problems ahead and whose solution of them may prove a light on the reef for many another executive.

Akron is truly a typical, forward-looking American community and in every sense an epitome of “The New Democracy of Business.”

Note: Edward S. Babcox, Sales Manager The Rubber Products Co. (Stronghold Tires) of Akron, made the above remarks in address before the Rotary Club of Minneapolis, Minn.

Directors Agree on Rotary Policy

By The Secretary

THE third meeting of the 1919-1920 Board of Directors of the International Association of Rotary Clubs was held in Chicago on Monday, August 25, in advance of the meeting of the "International Council," which was held during the same week. President Albert S. Adams, First Vice-President John N. Dyer, Second Vice-President Estes Snedecor, and Third Vice-President James F. Finlay and Secretary Chesley R. Perry attended the sessions. Immediate Past President John Poole, the other member of the board, was unable to be present. Sergeant-at-Arms Raymond M. Havens and Past President Russell E. Greiner were also present. There were a number of visitors during the meeting.

President Adams presented a report (see page 179) in which among other things he gave a list of the chairmen of the standing committees and outlined what he considers should be the policy of this administration. The board approved his report and adopted his recommendations as the policy of the board for the current year.

After a careful consideration of the invitations from Atlantic City, Cleveland, New Orleans for the 1920 International Rotary Convention, the board decided unanimously to accept the invitation of Atlantic City.

It was agreed that it shall be the policy of the board not to establish any central headquarters for Rotary districts during this year.

It was further agreed that no district committee shall be appointed by any district governor until the creation of such a committee shall first have been submitted to the International Secretary's office and approved by the International President, and that when a district committee is approved the membership of the committee shall be appointed by the district governor to be under his direct supervision.

It was agreed that the special committee on redistricting problems should be discharged with thanks and that such problems should be handled directly by the board. It was further agreed that the secretary should prepare for the board a memorandum of all such problems of which he has knowledge.

National Advisory Committees

With reference to extension work in the United States and Canada it was agreed that the district governors shall first direct their attention to having surveys made of towns of 10,000 population or more with a view to organizing Rotary clubs in them.

In order to meet the problem of national affairs and in compliance with a suggestion from Canadian Rotarians it was agreed that the International President shall appoint a Canadian advisory committee, a Cuban advisory committee and a United States advisory committee, each to consist of five Rotarians, the duty of these committees being to study problems of national policy referred to them for consideration by Rotary and to make recommendations to the International Board of Directors.

Under this arrangement when a matter of purely national scope is brought up by any Rotary club with the request that action be taken by the International Association, that matter will be re-

Atlantic City—1920

The Eleventh Annual Convention of the International Association of Rotary Clubs will be held at Atlantic City, New Jersey, U. S. A., the week of June 20th, 1920. At the meeting of the Board of Directors in Chicago, August 25th, the invitation of the Rotary Club of Atlantic City was accepted unanimously.

ferred to the advisory committee of the country affected and the International Board will defer action until it has received recommendations from the national advisory committee.

The question of a U. S. federal charter for the International Association was brought up for discussion and it was agreed that Vice-President Finlay should study the desirability of trying to secure such a charter and draft a bill to be introduced in Congress, this draft to be submitted to the other members of the board for their consideration. Pending his report, no further action will be taken with reference to registering the present corporation (the International Association is incorporated under the laws of the State of Illinois) in the various states.

Boys' Work

The question of work among boys was given considerable time, John Dolph, chairman of the Boys' Work Committee, being present. It was agreed that the International Association's committee shall be chiefly an advisory committee and that the actual work of collecting data, disseminating information and stimulating activities among the clubs in boys' work should be done from the International Secretary's office; that the district governors shall be depended upon, rather than district committees, to supervise and stimulate the work among the clubs in their respective districts; that work among the boys shall be made a principal feature of the program of each district conference during the first twenty-four hours of the conference; that each club be urged to

Canadian Advisory Committee



W. H. Alderson
Chairman

The Directors of International Rotary have authorized the creation of "national advisory committees" to consider national matters and make recommendations to the International Association. President Adams has appointed the members of the Canadian Advisory Committee as follows: W. H. Alderson, Toronto; C. J. Burchell, Halifax; W. J. Francis, Montreal; R. J. Lydiatt, Calgary; J. D. O'Connell, Victoria.

have a committee on work among the boys to consist of as many members as the club may deem best; and that the largest cities shall have committees consisting of a chairman and eight members, each of the eight members to act as the chairman of a subcommittee in accordance with the report made by the International Committee on Work Among Boys to the Salt Lake City Convention. Walter W. Strong was present as Boys' Work Secretary.

It was voted that the expenses of the Department of Work Among Boys shall be paid out of the surplus if the current revenues are insufficient to meet such expenses.

Convention Matters

In considering the place for holding the 1920 International Convention, the board discuss the question from all angles with reference to New Orleans, Cleveland, and Atlantic City. This discussion included the districts in which these cities are located with reference to previous conventions, their several needs for the inspiration derived from an International Convention, their hotel accommodations, and transportation facilities. It was voted unanimously that the 1920 Rotary Convention shall be held at Atlantic City providing satisfactory arrangements can be made for hotel accommodations and convention requirements.

The budget prepared by the secretary and revised by the board covering the fiscal year 1919-1920 was adopted subject to revision by the board from time to time. The board agreed that no special efforts should be made to secure non-Rotarian subscribers to THE ROTARIAN.

Foreign Extension

The secretary was directed to proceed with the foreign extension work to the best of his ability and with the least expense possible until the next meeting of the board, and that such expense as cannot be paid out of the current revenue shall be paid out of the surplus.

The secretary was directed to communicate with the governor of the 24th district to secure, if possible, the services of some qualified British Rotarian to act as special representative of the International Board in connection with the organization of a Rotary club in Paris and perhaps in other cities in France.

Action was taken to have Rotarian Frederick E. Matson of Indianapolis and Rotarian Donald M. Carter of Chicago confer regarding the proper legal action to be taken regarding the use of the word "Rotary" by other organizations.

Consideration was given to communications from William Bamburgh, past district governor of District No. 1 and Professor Irving Fisher with reference to Stabilizing the Dollar and the League of Nations and it was agreed that the International Association at this time could not take any stand in these matters.

A communication from Ralph W. Cummings, governor of the Fifth District, with reference to the question of government ownership of railroads was read, suggesting that the members of Rotary clubs thruout the United States be requested to express their opinions in writing to their representatives in Congress. It was agreed that the attention of Rotary clubs should be called

to the importance of discussing the question of government ownership, operation, and control of industries and transportation so that Rotarians as individual citizens might be informed on these matters.

There was presented to the board a communi-

cation from Rotarian W. M. Wallace, president of the Rotary club of Winnipeg, regarding a conference on moral education to be held in Winnipeg in October at which every Canadian Rotary club will be represented; he suggested that an informal meeting of Canadian Rotarians might be held dur-

ing this conference to discuss Canadian national affairs and how Canadian Rotary may better function therein. The board looked with favor on the meeting of the Canadian Rotarians to discuss Canadian national matters, the possible relation of Rotary to them.

President Adams Outlines Year's Program

THIS is my first report of the activities of the office of president, covering the time from my return to Atlanta on July 7th to date. At the outset I wish to call your attention to what seems to me to be a very wide spread desire on the part of all the clubs of the International Association to cooperate to the fullest with this board in making this one of the greatest years in Rotary's history.

I have received 618 letters, 43 telegrams, and there have gone out from my office 422 letters, and I have received 255 club publications and notices. Among the letters received there is one of congratulation from President Elliott of the International Association of Kiwanis clubs, in which he paid a tribute to Rotary and expressed his desire to cooperate with us.

In addition to the above I have written a letter to each club, introducing the district governor. I have written letters to the high and low clubs in the attendance contest for the months of June and July, and a letter of welcome to each club elected to affiliation since the Salt Lake Convention, and have contributed two letters to THE WEEKLY LETTER.

Committee Chairmen

I have appointed all International Committee Chairmen, except one. These Chairmen are:

CONVENTION PROGRAM E. Leslie Pidgeon
EDUCATION Carl E. Rosenberg
CONSTITUTION AND BY-LAWS Willard I. Lansing
PUBLICITY AND INFORMATION Guy Gundaker
BOYS' WORK John Dolph
PUBLIC AFFAIRS Alex R. McFarlane
BUSINESS METHODS B. F. Harris
FOREIGN EXTENSION John Barrett

In this connection if we hope to continue to get men to give their time and ability to committee work, a plan must be worked out so that these committees can meet during the year, and departments can be established at Headquarters to follow up and see that the clubs put into effect such recommendations of the committees as are adopted by the convention.

Financial Matters

In regard to the budget adopted, I am frank to say that the margin between income and expense is entirely too narrow to suit me, especially when to bring the total of expense below income we eliminate a number of items that we know almost to a certainty will have to be provided for.

Secretary Perry's office has been cautioned that every economy must be practiced, and that changes may become necessary in the budget at the end of the first six months period.

Rotary, like everything else, has caught its full share of the high cost of living, and while our expenses steadily increase, and while the activities that the association is called upon to perform are steadily growing, our income is not increasing at anything like the same proportion; and there can be only one solution, and that is

an increase in income or a curtailment of activities, and I ask your very serious consideration of this problem.

It has always been my belief that at the beginning of every new administration a policy or program should be formulated by the governing board so that all could know what the administration wishes to accomplish. All officers of the Association should be in accord on these policies so that when the occasion arises all may give out the same program and emphasize those things in an endeavor to secure the cooperation of all Rotarians in making for success of this program.

Program of Work

The order in which I name these things is not one of relative importance, but rather of sequence:

- First. Attendance. We should never overlook the chance to stress the importance of attendance on club meetings, and should give the clubs every help in this matter.
- Second. Acquaintance Promotion. This means stressing the idea that the fundamental of Rotary is friendship, and that the first duty of a Rotary club is to build up acquaintanceship, fellowship and friendship.
- Third. Education of Rotarians. They must be gotten to attend the meetings and to become friends before they can be educated in Rotary. After this, it is easy, for the desire to do something has been

created. I am a firm believer in education by both precept and practice, largely practice.

- Fourth. Extension of Rotary. Once a man gets the bug he immediately wants to give it to others; and while I do not care to make any record as to the number of new clubs organized this year, Rotary is too good a thing, and its influence too necessary for us to withhold it from any community, and we should give it as rapidly as possible to every community that we feel could support a good club; and we should encourage the clubs already organized to help their district governor in acting as an extension committee for the nearby communities.
- Fifth. Interdependence of Clubs and Association. We must strengthen the relations between the clubs and the I. A. R. C. for we can never reach the fullest degree of our possibilities without the fullest cooperation and the realization of the interdependence of one on the other.
- Sixth. Meetings All the Year Around. Use every possible means to prevail on the clubs who are now suspending meetings for a part of the year to have regular weekly meetings the year around. The arguments and reasons are so many that it is not necessary for me to call them to your attention.
- Seventh. Boys' Work. This appears to me the most appealing work and the work with the greatest possibilities we have ever undertaken—the work that carries on year after year, and the work that gives a challenge to the best that is in us of brain and heart.
- Eighth. Let us urge our clubs to be Rotary clubs, whose first principle is the development of the individual and not the settlement of every problem confronting the world; clubs where a man is given the opportunity to form friendships, where he can go for cheerfulness and inspiration for the daily grind; clubs where there is not too much fun nor too much seriousness. If they will be clubs of this sort, we need have no fear of their ever failing whenever a task is presented, or a service demanded.
- Ninth. Let us endeavor to carry out the spirit of the resolutions and other action of the convention.

I realize that there are no radical or new ideas contained in this program, but I would rather carry forward ideas that have been found good and workable than to propose a program of untried ideas merely for the sake of their newness.

Note—The foregoing report was submitted by President Adams of the Board of Directors, I. A. of R. C., at their meeting in Chicago, August 25, 1919, and his program was heartily endorsed.

Committee Chairmen of International Rotary

International President Adams has appointed the following chairmen of International Rotary committees:

EDUCATION—Carl E. Rosenberg of Los Angeles, Calif.

PUBLICITY—Guy Gundaker of Philadelphia, Pa.

CONSTITUTION AND BY-LAWS—Willard I. Lansing of Providence, R. I.

PUBLIC AFFAIRS—Alexander R. McFarlane of Vancouver, B. C.

BUSINESS METHODS—B. F. Harris of Champaign, Ill.

CONVENTION PROGRAM—E. Leslie Pidgeon of Winnipeg, Man.

WORK AMONG THE BOYS—John Dolph of Washington, D. C.

FOREIGN EXTENSION—John Barrett of Washington, D. C.

Announcement of the other members of the committees will be made later.

How Cleveland Took the Blow

LAST Monday evening we received a telegram from the International Board of Directors stating that Atlantic City had been chosen as the Convention City for 1920, and thanking us for our cordial invitation.

It was some shock. Well, I won't tell you what I thought—but I quickly recovered my equilibrium and remembered that I was a Rotarian.

I immediately sent a telegram to Dr. Logue of the Atlantic City Rotary Club, conveying our congratulations and assuring him that the Cleveland club is with them to make the 1920 Convention a great success.

Thursday in reply I received an appreciative letter from President Algar of the Atlantic City Rotary club from which I quote the following:

"The splendid spirit of Rotary which your message manifests will not only bring success to the 1920 Convention, but it will plant the Rotary banner of 'Excelsior' on the loftiest peak. The

Atlantic City Club welcomes your cordial cooperation and hopes to be able to emulate the true spirit of fraternity that actuates you."

We work hard for this Convention and spent some money. Too much praise cannot be given to the Cleveland delegation and our friends who made up our party, for the splendid work done at Salt Lake City to place the claims of Cleveland as a wonderful Convention City before the Rotarians in attendance at the Salt Lake City gathering.

Without exaggeration, yet in most convincing manner we made it known to all that Cleveland is a great manufacturing city, with wonderfully diversified industries, beautiful, hospitable and full of interest to the traveler, many hundreds of whom visit our city each day, enjoying our great hotel accommodations. From our viewpoint Cleveland is an ideal convention city for a great business men's organization.

But—Atlantic City has her attractions also, that while widely different, are most delightful. This great "all the year round" pleasure resort, the wonderful beaches, bathing, fishing, cool breezes and, of course, "the board walk," that is known around the world, offered for the convention by a splendid body of Rotarians is a great attraction.

The International Board of Directors had the "whole say" and they are all good men and splendid Rotarians. They doubtless gave the question the widest possible consideration with constant aim to make the choice that would contribute the greatest good to Rotary.

We will do all in our power to make the Convention a success, and if there is anything that we can do as a club or individually to that end—**WE WILL DO IT.**—*Clarence Collings, President of Rotary Club of Cleveland, Ohio, in "Rotary Reminder."*

International Committee on Public Affairs

A. R. McFARLANE, Vancouver, B. C.
ED R. KELSEY, Toledo, Ohio.
J. R. HOBBS, Great Falls, Mont.
DR. A. A. MURPHREE, Gainesville, Florida.
CHAS. JEROME EDWARDS, Brooklyn, N. Y.

International Committee on Publicity

GUY GUNDAKER, Philadelphia, Pa.
WM. GETTINGER, New York City.
GUS M. STEINMETZ, Harrisburg, Pa.
WM. B. BRYANT, Paterson, N. J.
MILTON H. RANCK, Lancaster, Pa.

International Committee on Constitution and By-Laws

WILLARD LANSING, Providence, R. I.
ESTES SNEDECOR, Portland, Oregon.
CHARLES BURCHELL, Halifax, N. S.
J. E. LLOYD BARNES, Liverpool, England.
MANUEL GARCIA VIDAL, Santiago de Cuba, Cuba.

"International Council of Rotary"

FOR four days, beginning Tuesday, August 26, 1919, the men elected and appointed to represent International Rotary for 1919-1920 discuss policies and problems at a meeting of the "International Council" at Chicago.

All of the general officers were present except Past President John Poole. All of the district governors were present except Inman of District No. 1, Sheehan of District No. 3, Watkins of District No. 11, and Lloyd Barnes of District No. 24. President Emeritus Paul P. Harris and Past International President Russell F. Greiner also attended the sessions.

The chairmen of the standing committees were present with the exception of Past President Pidgeon, chairman of the Convention Program Committee; John Barrett, chairman of the Committee on Foreign Extension, and Willard Lansing, chairman of the Committee on Constitution and By-Laws. The committee chairmen present were John Dolph of Washington, D. C., Boys' Work; Guy Gundaker of Philadelphia, Publicity; Carl Rosenberg of Los Angeles, Education; A. R. McFarlane of Vancouver, Public Affairs; B. F. Harris of Champaign, Business Methods. The meetings, which included sessions in the forenoon, afternoon and evening, were held at the Chicago Yacht Club.

During that same week the Board of Directors held a meeting consisting of several sessions on Monday and on Wednesday and Thursday when the "International Council" was in recess.

At the conclusion of the council meetings, the unanimous verdict was that the conference had been a great inspiration, exceedingly helpful and instructive, and unusually interesting.

Arrangements were made by which the Yacht Club served lunch each day, except on Tuesday, when the council attended the regular luncheon meeting of the Chicago Rotary club at the Hotel Sherman.

Dinner With Secretary's Staff

In addition to the luncheon with the Chicago Rotarians, one very pleasant feature of the week was a dinner with the members of the International Secretary's staff. This dinner partook of the nature of a regular Rotary meeting. The verdict of all of the officers was that it was a most enjoyable party and one of the best things that International Headquarters had ever done. This dinner was in charge of the staff society of the secretary's office, most of the members of which have known the International officers only thru correspondence. As the president of the society expressed it in a brief remark closing the meeting: "The only contact which most of us at the Secretary's office have with Rotary is thru you men who represent Rotary officially. You represent Rotary to us and it has given us a clearer understanding of what Rotary really means to meet with you this evening."

The "International Council" was held for the purpose of discussing Rotary problems and making recommendations to the Board of Directors.

The topics on the program numbered thirty-seven, most of which were considered at length. The discussion brought out different viewpoints from different sections of the United States and Canada, and developed many new ideas for a more complete cooperation between the Board of Directors, the district governors, the committee chairmen, the club officials and the members of the different clubs.

Some Topics Discussed

Included in the list of topics upon the program were the following, each of which was discussed from several different angles:

Cooperation with clubs—monthly bulletins by district governors—what more can be done for newly organized clubs—additional assistance from International Headquarters to district governors.

Club committees on relations with International Headquarters—purpose in creating such committees—how they can best accomplish this purpose.

Standard constitution for Rotary clubs—best method of getting all clubs to adopt the Standard Constitution in its 1919 form.

Club fiscal year and election of officers—how to induce clubs to make the term of the fiscal year uniform.

Club fees and dues—how can clubs with membership fee of less than \$10 and annual dues of less than \$20 be induced to increase these fees and dues to the present standard.

Standard list of classifications—consideration

of reports of committees in 1917 and 1918—consideration of the solution of the classification problem offered by the Rotary club of Pittsburgh.

District administration—desirability of a district organization—function of and program for the meeting of club executives in each district—district committees necessary and method of appointment and relations to district governors and International Headquarters—uniform form of annual report by district governors.

Redistricting—necessity for redistricting from time to time in order to keep the average number of clubs in a district about the same—advantages and disadvantages of international districts—specific redistricting problems.

Conferences and Extension

District conferences—best time for holding—best program—should there be a uniformity in programs.

Extension work in the United States and Canada—should a definite policy be formulated to encourage organization work in cities with population of less than 5,000—surveying cities as a preliminary to Rotary organization work—need for uniformity of procedure—definite instructions for each special representative that no organization work start until the Board of Directors approves the survey—is a Rotary club in a town of 5,000 or less the same kind of a club as a Rotary club in a city of 50,000 or more.

Foreign extension—what is required to carry on this work—how can the work be financed.

Further development of the international character of the association—consideration of report made by Rotarian Snedecor at Salt Lake City Convention—does the plan outlined offer the proper solution.

Advisory committee from each nation.

Revision of the code of ethics—does it need revising—if so, does it need revising this year—can the Platform be combined with the Code.

Rotary conventions—is commission needed to survey requirements for the convention and if so, what should be the composition and the nature of its report—suggestions as to the program for



The International Council of Rotary in session at the Chicago Yacht Club in August, 1919. Reading from left to right those in the

First Row seated are: International Secretary Chesley R. Perry, Sergeant-at-arms Raymond M. Havens, First Vice President John N. Dyer, President Albert S. Adams, Second Vice President Estes Snedecor, Third Vice President James F. Finlay.

Second Row standing: District Governor Rogers W. Davis, No. 7; Paul Westburg, Secretary Chicago Rotary Club; District Governor Benj. C. Brown, No. 14; District Governor Iverson L. Graves, No. 13; District Governor Ralph Cummings No. 5; B. F. Harris of Champaign, Ill., Chairman Committee on Business Methods; John Dolph of Washington, D. C., Chairman Committee on Work Among Boys; District Governor Charles Strader, No. 16; R. M. McClure, head of Department of Cooperation with Clubs at International Headquarters; District Governor Clayton M. Williams, No. 22; Carl E. Rosenberg of Los Angeles, Calif., Chairman Committee on Education; District Governor Truman L. McGill, No. 8; District Governor Edwin C. May, No. 6; Guy Gundaker of Philadelphia, Pa., Chairman Committee on Publicity; District Governor C. C. McCullough, No. 19; Russell F. Greiner, Past International President; Jack Bechtold, assistant to Secretary at International Headquarters.

Rear Row standing: District Governor Harry B. Craddick, No. 15; District Governor Chas. W. Lovett, No. 2; W. W. Strong, head of Department of Work Among Boys at International Headquarters; District Governor F. A. Lidbury, No. 4; District Governor Robert Timmons, No. 17; District Governor Roger H. Motten, No. 12; John I. Hoffman, head of Department of Office Administration at International Headquarters; District Governor James O. Craig, No. 12.

Peeping over the heads of Governor Graves and Governor Cummings and just in front of Governor Lovett can be seen a portion of the face of District Governor Joseph T. Young, of No. 20.

the 1920 convention—consideration of invitations from Edinburgh and British Rotary to hold the 1921 convention in Edinburgh.

Selection of Officers

Selection of officers for the International Association—how can membership be made acquainted with suitable material for officers—what is objectionable with regard to nominations and elections—what is proper activity on behalf of candidates—is it advisable to have candidates selected by mail primary system.

Education of Rotarians as to Rotary—is present work of International Association as complete as it should be—along what lines can the education of non-Rotarians as to Rotary be most effectively conducted.

Boys' work—resumé of program of club work along this line recommended by Committee on Work Among Boys—outline of directive work to be done by the newly created Department of Boys' Work at International Headquarters—most urgent need in boys' work—how shall Rotary clubs undertake to supply this need.

Relations between employer and employee.

Work of the International Committee on Publicity in cooperation with International Headquarters, with clubs and the district governors.

Maintaining and improving standard of the public school system.

Proper attitude with regard to credit for winning the war—what can be done to get Rotarians active in accordance with the resolution adopted at Salt Lake City convention.

The outstanding features of the Council were the discussions regarding boys' work, relations between employer and employee, foreign extension, public school system, and the further development of the international character of the association.

The resume of John Dolph, chairman of the Committee on Work Among Boys, of the great field for good which Rotarians have in this work met with general approval and the council agreed that the Board of Directors had been correct in deciding to make boys' work one of the principal items in the policy

of the association during the current year.

Guy Gundaker, chairman of the Committee on Publicity, presented a very complete report covering the matter in all of its phases, which will be printed in a later number of the magazine.

Several of the Rotarians present contributed very interesting and valuable personal observations on the question of relations between employer and employee.

The statement made by Vice-President Snedecor in explanation of a proposed plan for the reorganization of the International Association upon lines of national and continental divisions was accepted by everyone as a statement inspired by a vision of a Rotary great enough to take in all the world without losing any of its fundamental values. Remarks by District Governors Vinson of Austin, Texas, and Motten of Colorado Springs on the subject of maintaining the standard of teaching in the public schools showed the very close connection between this subject and boys' work, and the necessity of not only maintaining but of raising the standard of teaching by a systematic effort to secure adequate salaries for teachers.

This is but a brief sketch of the discussions and conclusions of this really momentous meeting of and for Rotary. Each District Governor has returned to his district with a real message—a message to be delivered by him to his clubs



Rotarian

1914-1919

NOW that Uncle Sam's new Pacific Fleet is going thru reviews and other ceremonies, memory recalls to mind an editorial in *The Rotarian* of May, 1914—before the editor had any suspicion of the imminence of the World War. He then said:

It is expected that the United States government will issue invitations to all the nations of the world to send their best men-of-war to unite in a great naval parade thru the Panama Canal in 1915. The vessels will all assemble together, probably in Hampton Roads near the American capital. Then, after a series of receptions and other formalities at Washington for the officers and crews, the mighty fleet will steam southward in the Atlantic, pass thru the locks of the canal, proceed northward in the Pacific until anchor is finally made in the Golden Gate.

What a wonderful procession it will be! Side by side will float in friendship and fellowship the flags of Russia and Japan, of Germany and France, of the United States and Spain, and the banners of other nations that have flaunted their battle flags at each other in days gone by.

As this impressive assemblage of dreadnaughts and superdreadnaughts moves first on the waters of the Atlantic and then on the waters of the Pacific, the suggestion must come with tremendous forcefulness that here is the beginning of the uniting of the nations of the world to keep the peace of the world. No longer will these mighty leviathans of the deep appear to us as "men-of-war" but rather as "the guardians of the peace." It will seem like the annual review of the police force of a great cosmopolitan city. It would be a consummation devoutly to be wished for if it could be made so in fact.

It was a fantastic dream—was it not? Or wasn't it?

* * *

Milk Drivers and Teachers

THE drivers of the milk wagons in Chicago receive a wage larger than the salaries paid to the teachers in the elementary public schools. The drivers get \$35 a week—\$1,820 a year; the teachers get from \$1,000 to \$1,600 a year. Chicago's teachers are paid considerably more than is the average for the entire country. Some say the reason for this is because the teachers have had a union for some years and are affiliated with the American Federation of Labor.

Rotary believes that the parents and public in general should be the power to give the teaching force adequate compensation. That was the position taken in a resolution adopted at the Salt Lake City Convention. At the "International Council" of Rotary in Chicago last month, the point was made that Rotarians everywhere should take active steps to arouse the public to a sense of the need of action.

The right kind of teacher is largely dependent upon a living salary (few have the independent means to work for the love of the work). The right kind of men and women of the future depends upon the right kind of boys

and girls today. Work Among The Boys, which Rotary has undertaken as one of its chief activities, is indissolubly connected with proper compensation for teachers, in order that the right kind of teachers may have charge of those boys in their formative years.

* * *

Experience Meetings

WHEN the "International Council" of Rotary was in session, discussing the question of the relations between employer and employe, several International officers contributed very interesting and very helpful remarks, based upon their personal experiences. Experience or testimonial meetings have been tried with success by some Rotary clubs in the effort to get members to tell specifically what Rotary has done for them, what effect Rotary has had upon them in their attitude towards the rest of the world, what benefits this changed attitude has brought back to them.

Practically every Rotarian has had some personal experience with the problem of the relations between employer and employe; many of them doubtless have had experiences that have been very helpful and a knowledge of which would be helpful to others.

If there could be collected and classified reports of these experiences, Rotary would have a large amount of valuable information for use in trying to solve the industrial problems of the world.

It isn't possible to undertake to publish in this magazine all these experiences, but the publication of some of them would be an interesting and valuable feature, if they gave sufficient details to make them convincing and to indicate how the same methods might be utilized by others.

* * *

Weights, Measures, and World Trade

THE cumbersome system of weights and measures in use by the British Empire and the United States had its origin in Germany. The war with Germany forced these countries to abandon that system in military affairs, for the simpler and more scientific metric system. Germany had abandoned the old system and adopted the metric system in 1871, not only in military affairs but in all affairs. How much of Germany's success in gaining world trade was due to her use of a system of weights and measures uniform with the systems used by the countries where she sought trade? How much will Britannia and America be handicapped by retaining the old system forced upon England hundreds of years ago by the old German Hanseatic League?

Editorials.



An International Rotary Group

ON the front cover of this issue appears an excellent photograph of Cuban, British, and American Rotarians; it was taken the 14th of May, 1919, by Reginald Haines in London, England, during the visit of Arch Klumph and Estes Snedecor as a special mission from the International Association to the British Isles. In the front row, reading from left to right, are: Arthur Chadwick, chairman Speakers' Committee, London Rotary Club; Clifford H. Stapleton, vice-president Habana Club; President George E. Pike of London; Arch C. Klumph of Cleveland, past president I. A. of R. C.; H. Teeling Smith, immediate past president, London Club. In the back row, reading from left to right, are: Andrew Home-Morton of London, immediate past president B. A. R. C.; Estes Snedecor of Portland, Ore., vice-president I. A. of R. C.; John Bain Taylor, vice-president, London Club; and G. J. P. Arnold, honorary treasurer, London Club.

* * *

A Rotary League of Nations

WHEN Estes Snedecor, of Portland, Oregon, at present the second vice-president of International Rotary, made his report to the Salt Lake City Convention on proposed changes in the international organization, he presented a plan which should have the earnest study and consideration of all Rotarians. Estes' vision of a larger international Rotary organization is inspired; it is, in fact, a vision of a Rotary League of Nations which can extend the beneficent work of Rotary principles thruout the world. This report is printed in full in the August, 1919, issue of *The Rotarian*.

At the meeting of the "International Council" in Chicago the week of August 25th, Estes again put his vision into words and his talk was supplemented by one from Dr. C. M. McCullough, of Fort William, Ontario, governor of District No. 19, an all-Canadian district.

The men of the "International Council"—directors, district governors, past presidents, committee chairman—were inspired by these two talks to catch the vision of a greater Rotary that would comprise all the world; of an organization so formed that national ambitions and racial feelings may function in Rotary thru national or continental divisions, and the different countries be unitations of Rotary in an International Association to function on international matters and to safeguard the fundamental principles of Rotary.

In this envisioned organization, the base is the individual member of the local Rotary club; the clubs are organized into districts, under district governors; the districts into national or continental divisions, each governed by a national or continental organization; the national

or continental divisions are organized into an international association, whose governing body shall be an assembly made up of representatives of the different national or continental divisions, and of an international executive council.

The purpose of this proposed organization is to standardize Rotary principles thruout the world, and to permit that elasticity of government and freedom from restraint requisite to allow the application of these principles to fit national needs and racial habits of thinking. Study the plan as outlined by Estes Snedecor.

* * *

The Value of a Good Name

RECENT developments in Europe disclose an incident that shows how the Belgian Government trusted implicitly in the good faith and honesty of another nation and how that other nation has proved the value of a good name. When the German attack began upon Belgium, the Belgian national treasures were hurried across to England, not *en bloc*, but in any way they could be gotten over. Upon arrival in England they were assembled at the Bank of England, their value being estimated at five hundred million dollars. A few weeks ago they were all returned safely to Brussels under the guard of officers of the Bank and the British Government. The Bank of England and the British Government proved the worth of a reputation for honesty and the Belgian Government had its faith in that honesty justified. Nations are aggregations of individuals.

* * *

Accuracy

ACCURACY is the little brother of truth. To be accurate means to be truthful. Inaccuracy frequently is the result of carelessness and heedlessness. It is a two-edged affair; it means being untrue to the facts and untrue to oneself.

All of which little preachment is due to an item which appeared in a recent Rotary club publication saying that the International Convention had taken away the last vestige of democracy in Rotary government; that not even a district conference, the most representative convention that Rotarians can have, could nominate its officers from the floor.

The fact is that the International Rotary Convention, by vote of representatives from the clubs elected by the club members, has expressly provided, in the International Constitution, that candidates for district governor shall be nominated on the floor of the district conference and voted upon by secret ballot. The other International officers are elected in the same manner—by a secret ballot of the representatives chosen by the rank and file of Rotarians.

Sitting on the Lid in Haiti

By Percy A. Webb, Gunnery Sergeant, U. S. Marines

MANY a man who is confronted with the problem of bringing up a large family wishes that he could adopt the simple expedient of the Old Woman Who Lived in a Shoe. It might simplify his problem if he could dole out bread and butter to a few of them, and send the rest of his progeny to bed—with a spanking!

However, when little items like shoes, clothing, education, and other necessities are added to the family budget, Mr. Family Man wishes he lived in the good old days of fairy tales and simple solutions of economic problems.

And speaking of family men, how about Uncle Sam? His problem is our problem with variations. For while shoes, clothing, food and other indispensable commodities have given him plenty of worry of late, he is compelled to keep a watchful eye on Bolsheviks, profiteers, aliens and other disturbers of the peace in the American family. He is also compelled, by virtue of his geographical position and the Monroe doctrine, to wield an authoritative rod over several countries outside of the continental limits of the U. S. A.

Every little country has a problem all its own. I hold this truth to be self-evident to any one who has read the reams of matter relating to the Peace Conference. Fortunately, or unfortunately, several countries look to Uncle Sam for a solution of their political or economic difficulties.

Take the Philippines, for example. After being under the protection of the United States for over twenty years the politicians of that country now feel able to govern their affairs and, with that object in view, recently sent a delegation to Washington.

Guam, the little island in the South Seas purchased by the United States from Spain, is happy and contented under American rule.

Cuba, with full independence, is enjoying splendid prosperity.



Brigadier General Albert W. Catlin, commanding Marine forces operating in Haiti and Santo Domingo.
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The Virgin Islands, formerly Danish West Indies, already celebrate American holidays with the patriotic fervor of native-born Americans.

Business is booming in Hawaii.

Then there is Haiti — Right now, and for several years past, Uncle Sam has been trying to administer good government to the belligerent little country in the West Indies. Haiti is a little bit of a two-by-four island tuckt in be-



tween Cuba and Porto Rico. Among the nations it doesn't amount to a hill of beans. Yet it was said, before America intervened, that more blood had been shed on its soil, per square mile, than on any other equal area in the Western Continent.

Discovered by Columbus in 1492, a colony was immediately formed by the Spaniards, who eliminated the aboriginal inhabitants, the Indians. Needing labor, they brought negro slaves from Africa.

French rule was afterwards established, and during the French Revolution the negroes fought for and attained their independence.

Successive governments of French, negroes and English were in force until the island finally came under the control of the negroes again.

It was during the wars of successive governments that the rivers and valleys of Haiti ran red with blood. Probably its happiest days were under the leadership of Toussaint L'Ouverture, whose popularity caused Napoleon to send an expedition to the islands, which resulted in the capture of the black leader and his imprisonment in France.

During the last century revolutions in Haiti became a habit and it was seldom that three years would roll round without more blood-spilling and a new revolutionary leader seated in power at the Haitian capital, Port au Prince.

The last of the swashbuckling presidents was General Guillaume Sam, who began his brief hour of triumph in 1915. Sam controlled the western end of the island, or the Republic of Haiti. The eastern end of the island, or Santo Domingo, had already received a tip from Uncle Sam that a readjustment of its political affairs was in order.

Sam was no sooner firmly established in office than he ordered a wholesale killing of all the political prisoners confined at Port au Prince. This resulted in a counter-revolution and when the smoke of battle cleared away President Sam's

palace was in ashes and its late ruler had been literally hacket to pieces and burned. Not a pleasant thing to talk about or write about, but it furnishes a typical example of the way they used to settle things in Haiti.

That was when the United States Marines stepped in. They came ashore, subdued a fort, and within a few hours Captain Knapp, who is now an admiral, sent back to Washington the old dispatch:

"The Marines have landed and have the situation well in hand."

The Marines landed in Haiti in July, 1915, and since that time they have been carrying on a campaign that might be called "Cleaning up Haiti," or "Sitting on the Lid." From the start they endeavored to squelch incipient revolutions and to put things on an orderly and sanitary basis.

First there were dozens of little fights here and there, mostly engagements against bandits, in which the casualties would run from fifty to a hundred on either side. Quite a number of Marines lost their lives in these affairs, and many others won Medals of Honor, or commendations.

One of the first acts of the Marines was the establishment of the Haitian *Gendarmerie*, or native constabulary. These troops perform similar duties to American national guardsmen, and are officered by enlisted men of the Marine Corps. Non-commissioned officers of the Marine Corps who hold the rating of sergeant or corporal in the Marines are commissioned as lieutenants or captains in the *Gendarmerie* and draw pay from both the American and Haitian Governments.

In Port au Prince docks have been built, streets have been paved, roads have been built, war has been made on the mosquitoes, dispensaries established, schools cleaned and bettered, and disease reduced by the enforcement of quarantine regulations. The farmer, who was scared away temporarily by the revolutionists, has left his place of hiding and is beginning to work again.

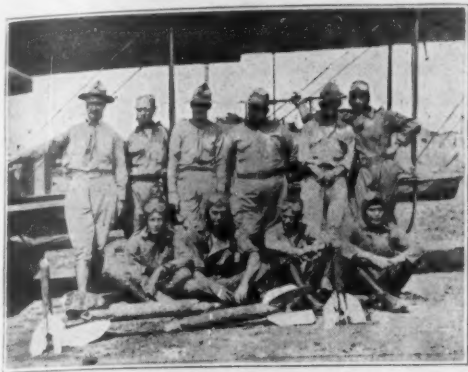
Revolutionists and reactionaries who are captured by the Marines expect no other fate than to be stood up against the wall and



Col. J. C. Breckenridge, who commands the flying Marines operating in the vicinity of San Pedro de Macoris, Santo Domingo.

shot. They are treated to an agreeable surprise. They are comfortably clothed and quartered, are given plenty of good food, and are well paid while working on the roads or helping improve sanitary conditions.

Outbreaks in the other end of the island, or Santo Domingo, were a repetition of what happened in the Republic of Haiti. No sooner had the Marines succeeded in sitting on the lid in Haiti than the revolutionary pot boiled over in Santo Domingo. By the middle of 1916, revolution was in full swing there.

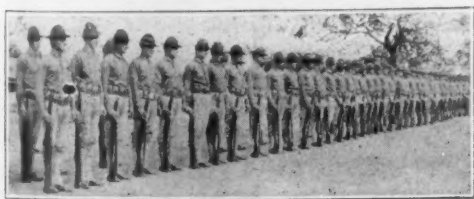


To their exploits on land and sea, U. S. Marines have added the conquest of the air. These Marine aviators are chasing bandits in Santo Domingo.

Marines were sent post haste to Santo Domingo, by boat, by trail, by auto-truck, and by every other means of conveyance that could be commandeered. Then followed the same series of little fights against revolutionaries; the same pursuits of bandits in the hills; the same captures of native strongholds; and the same unavoidable toll of human lives.

As in Haiti, a native constabulary was started in Santo Domingo as soon as the Marines had a breathing spell. This is known as the *Guardia Nacional* of the Republic of the Dominican. Quite an imposing title! Like the *Gendarmerie* of Haiti, the Dominican force is assisting the Marines to keep order, and under white leadership is rounding out into an effective national police.

Any one who believes a four-year period should be an ample allowance of time to clean up a little, insignificant country like Haiti, reckons without the Haitians. Revolution in that country, as in Mexico, has become a national habit.



These are the boys who are "sitting on the lid"—company of Marine infantry.

Until the arrival of the Marines, overthrowing governments was about the only business carried on there.

Outside of a few thousand natives who are well informed and educated, the vast bulk of the population, estimated as 2,000,000, is illiterate. Back in the hills the natives still practice voodooism, and certain sects are said to practice cannibalism.

During recent months, in order to clear out the bandit-infested jungles, the Marines have been using airplanes. The usual procedure is to fly over the place where bandits are congregated,

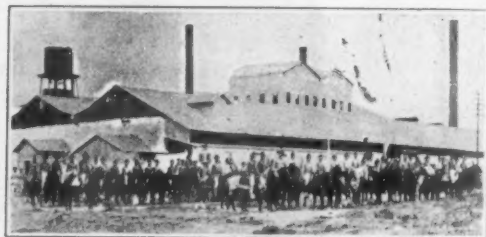
drop a few bombs among them, and when the natives scurry for cover they are usually rounded up by Marine cavalrymen or infantrymen. The superstitious natives call the planes "the great birds that lay the evil eggs."

The difficulties of aviators in the United States in trying to find places to make "landings" are magnified a hundredfold down in Haiti. The interior of the island is an almost impenetrable jungle, with but very few trails or open spaces.

Quite recently a plane was damaged in landing at a point fourteen miles distant by air line from the Marines' aviation base, near San Pedro de Macoris. Early the next morning a rescue party of fifteen men arrived.

The entire plane was torn down and loaded into an ox-cart, the only available means of transportation. It was hauled in this manner over a rough trail for four miles to the end of a narrow gauge railroad. By rail it was hauled to the docks of a sugar company, loaded on a barge, towed for a distance of eight miles down one river and up another to some docks near a sugar plantation, and again hauled by railway to the flying field, arriving there at 6 o'clock the same evening. The following evening it was ready for service. For this mechanical "stunt" the aviators received official commendation.

How the Marine aviators and infantrymen work together is told in an official report from Lieutenant Carpenter describing a battle that occurred July 22, 1919. The report comes from Squadron D, First Division, Marine Aviation Force at



These mounted Marines operate in liason with the Marine aviators. Working together they keep things hot for bandits and other trouble-makers in Santo Domingo.

Consuelo, Dominican Republic, and was forwarded to Marine Corps Headquarters at Washington.

Admiral Knapp, at Santo Domingo, is the real ruler of the whole island—of both the Dominican and Haitian Republics. In Santo Domingo there

Just Members

The fellow who is in it for what he can get out of it.

The fellow who is in it just to keep a listing closed against his competitor.

The fellow who holds down a listing he is not entitled to.

The fellow who divides his loyalty and is so selfish as to tie up the same classification in two similar organizations.

The fellow who is always looking for dividends on the plea, "I am entitled to his business because I am a member," but makes no investment by giving Service and sacrificing something for Rotary. He tries to get as much as possible and give as little as possible.

The fellow who holds his membership by attending only enough of the luncheons to keep "within the law."

The fellow who will criticize and knock, but will never help to "put things over the top."—Newark, N. J., Cog.

is a complete military occupation by the United States; there is no civil government at all.

In the two republics there is a total force of some 2,000 Marines, under the command of Brigadier General A. W. Catlin, who recently returned from service in France. The number of Marines on duty there varies from time to time, and they perform services as aviators, infantry, cavalry, engineers, police magistrates—in fact, they perform all the functions of a complete military establishment.

At the present time there is no organized revolution in either republic. There are only the spo-



"Devil Dogs" of Uncle Sam's have helped to keep order in various parts of the West Indies for a good many years. The above picture shows a Marine barracks in the West Indies.

radic outbreaks of bandits and malcontents who find it hard to submit to law and order after a period of lawlessness and revolution.

What the island needs is a stable government, and that can only be established by the laying of a restraining hand on those who would interfere with the orderly and industrious habits of the majority.

The Reverend Arthur R. Gray, D. D., who is Secretary for Latin America of the Protestant Episcopal Church, has just returned to the United States from Haiti. He found, he says, that the Marines sent down there to keep order are teaching the people how to manage their finances, how to build roads, how to establish schools, how to fight disease as well as how to preserve law and order so that the national habit of revolution may be overcome. In Dr. Gray's opinion this is real missionary work and prepares the way for the



Off to adventure! Marine cavalry and pack mules starting for an outpost somewhere in the hills of Haiti.

missionaries later sent out by the various churches.

If Brigadier General Catlin can do it, he will make Haiti what it should be—the garden spot of the West Indies. He is an able leader with long years of military experience. He led his men into action in Belleau Wood, in France, where he was severely wounded. Upon his return from that country he wrote a book, the title of which might easily epitomize the way in which he is trying to clean up Haiti:

"With the help of God and a few Marines."

Here's Looking At You

By Roscoe Gilmore Stott

WE are a motley crew; we—the great on-moving hosts that entertain you year after year; we—the comic pilgrims who must make you smile as you labor or sorrow or dream; we—the tragic souls who must interpret for you Life's serious moments that you may the more easily avoid them.

For generations we have come and gone and have been forgotten. In our group are the strolling player, the jubilee-singer, the lithe of limb, the poetic. We are America's host of itinerants, odd nomads, who, year after year, come and go in chautauqua tent, over-heated church, town operry-house, or Odd Fellows' hall.

Often we pipe—and you will not sing. Often we spread-eagle ourselves until the blood oozes—and you give us no glad-hand. But we keep coming and we will keep coming.

And you—how you look us over! Not an actor, not a lecturer, nor entertainer nor musician—briefly, not a public performer—but who knows in his heart that you size him up; judge him for his genuineness or its lack, for his art or its lack, for a half hundred items of character or attainment.

As a boy I trailed in the wake of Robert Mantell, at that time the brilliant young tragedian, watching his scholarly disdain as he viewed our modest community and secretly forming a character critique that would have been a great uplift to that talented actor.

But here's looking at you!

For we know you far better than you suspect. There are American traits that we can read readily enough in the group at the platform when Number Twenty-Three pulls in; at the post-office crowd when we call at the window of his distinguished honor, General Delivery, the friend of the pilgrim of the road; in the hotel-lobby; in the bakery where we buy greedily for a bite in our room "after the show"; and in the audience that awaits our supreme efforts to amuse or uplift.

You Are Overgrown Kiddies

You folks are just as funny to us as we are to you—remember that! You are—as we—of the earth most earthy. You are human. You are over-grown kiddies and you cannot hide it.

And how inquisitive you are!

I have on my grips a red paster, telling the name of the chautauqua bureau with which I am connected. Thousands of people in the course of a year—carelessly, they try to assume—gaze on those red tags and instantly—pretending unconcern—make ratings of baggage, the contents thereof and the person attacht thereto.

A person on the platform is a matter of the greatest interest to those off the platform. Pullmanites who sight our labeled baggage often force us to entertain them, tho sans said labels we would be merely—Pullmanites.

A curious tragedy took place as we journeyed into Columbia, South Carolina, last spring. A fine-looking man, past middle age, saw the red labels. He slid over and immediately began a series of questions. He had not sat with me two

minutes before there came a crash—and my new seat companion became a victim of that terrible wreck, tho I escaped uninjured. Had he remained in his own place he would have been unharmed, for his wife received not even a scratch.

In twenty States this last year I came to know that my neighbors were mighty eager for information.

This last year my lecture followed the program of some New York musicians on an Eastern chautauqua circuit. I watch the crowds night after night from a place remote and shielded while they gossip and nudged each other until told by tactful platform managers that the vocalists were legally married. The glory of those two voices meant nothing in comparison with a knowledge of their relationship.

Alton Packard, the clever cartoonist, always has a string of boys watching him get his easel ready for his evening's work. You have to drive

Thousands of people gaze on those red tags and make rating of the person attacht thereto.



the kiddies away if you have "a man of mystery." And if a drama is about to be staged in a chautauqua tent, every "crew-boy" is fighting off the folks who want to see.

And Inquisitive

How you do want to see and know!

A real artist often capitalizes on your inquisitive; some enjoy fooling you. Watch Rotarian Strickland Gillilan unscrew his lanky frame out of the seat where he has been waiting thru the agonies of introduction. Was it Sabin or Battell Loomis who used to unfold likewise?

Often a man appears modest and unskilled in order to flash his forensic skill later to large advantage via the road called contrast.

We are always askt from where we come. Less frequently we are askt to what spot we propose to journey the next night.

If a lecturer mentions his State in his spasm of uplift, he must bear with a dozen new friends who must know whether he ever knew John Jones who moved out there forty years ago, whether he is any relation to the Gumps who are a prominent family in Home-town, his State, or a dozen questions with as little vital import. He answers with a smile. The smile must come if he dies on the spot. Otherwise he is "stuck-up." The writer has been askt in every section this year the following questions:

How did you find the crops?

What about trade conditions?

Will my boy get a job?—He was in the service.

Ain't it hard travelling so much?

Who will be our next President?

Ain't the high prices scandalous?

Ain't it a mild winter?

Did you ever see James Whitcomb Riley?

Even in my larger moods of conceit I feel most humble under this avalanche. The last three, however, I can answer with little preparation and no judgment.

And Have Funny Prides

But you are more than inquisitive—and I could fill the magazine with stories of the same—you have such funny little shows of pride. Not long ago I was in Iowa in a small city. The hotel fed well but heated you not one whit. So I went to a lady whose name I had given me by the bureau. I askt her if some home would not take me in, allowing me of course to pay liberally for the courtesy and comfort. Said lady phoned. She phoned loud and often. But oh, "take a boarder"—not a first family could really think of it!

Finally I secured a room and it so happened that I was Flu-ed out of certain engagements and remained in their community over Sunday. A pompous lady came to me and said:

"I am so sorry I had to motor out to mother's just when you wanted a room—but—well, really, you know, we never take boarders."

This angered yours most humbly and he arose to announce to said Locally Prominent that he had been the guest of Mrs. Hewitt, President of the State Federation of Woman's Clubs of New York. The revenge was most sweet.

Nearly every prominent man—locally double-starred—tells the speaker, if he (the Mogul) deigns to come forward at the close of the entertainment, just *who* he is and *how* he stands in the neighborhood.

In Oneida, New York, last summer a ponderous gentleman stood in line dangling a huge watch-chain and acting a bit irritated that my slender self could not see him at once. When he did reach me he said:

"I am Judge"—well, let's say Green—"and this is my wife. I have been for twenty years

the—" and here followed twenty stale minutes in which His Honor bestowed his life, its past, present and future upon me.

This happens in nearly every city. If my memory were gifted properly, I would soon become a moving *Who's Zoo*. Only that volume is not as complimentary as are these accounts, self-rendered. Frequently it is a relative.

"Oh, and do you know our cousin, Miss Jackanapes? She has had offers from every bureau in the country. Prior to his death, Charles Frohman used to beg her to come with him. Really her talent is almost supernatural. Maybe she would consider a place with your bureau. It would mean *everything* to your concern."

(We don't receive more than fifty thousand applications a year; from ministers who want to lecture; wide-eyed sweet-girl graduates who took the part of leading-lady in the class-play and are *jus' gran'*, and a variegated assortment of readers, humorists, magicians, sociologists, up-lifters and reformers.)

Women More Than Men

After every one of my personal efforts in behalf of down-trodden humanity, no less than two or three lawyer or minister orators inform me relative to their own wee, modest merits; now and then in a very confidential strain I am told how dim must be the forensic light of Gonsaulus, Bryan, Fletcher, or Cadman in comparison.

Yes, you *are* possess of little prides. Women are worse than men. Now and then the "talent" (as we are termed) loses his temper. I have found that the average woman who has been a chairman or served as a state somebody in some religious or lodge organization is a creature of one rare talent—the ability to *strut*. Such women dislike to appear interested in anything or anybody lest they show that they have not traveled or have never seen much of anything. Down in Kentucky there is a woman who listened with ennui and grand disdain while Bloomfield-Zeisler gave a five-hundred-dollar piano recital. Locally my friend stands above the rude and crass as a critic and is herself a musician.

We always find the *genuinely* gifted our most enthusiastic friends. My superiors are always kindest to me. Big-calibre men and women *must* be, by virtue of their soul-measurements.

In Carthage, New York, I was cordially greeted by an unassuming man. He gave his name with no bravado—in fact I did not catch it. He spent a long time making me feel that my efforts were not lost. I learned *next day* from mutual friends that he is the general superintendent of the Universalist churches of the entire State of New York. As a speaker he is rankt with the first in the East.

The same thing happened in another city. This time it was that great Congregational power, Dr. Stephen Lloyd of Poughkeepsie, whose writings and oratory are a joy to many thousands. It has happened many, many times with all of us who work on the platform.

Appreciation is never the endowment of the near-great—but of the great.

And Mentally Lazy

We find our new friends *mentally lazy*. I have an odd name but easily pronounced, altho jerky and lacking in any beauty or charm. Well, I never hear the name "Stott" anyway—so why worry? I am always "Scott," "Stoll," "Stout,"—and they even get me "Fott" and "Snout"! Ye Gods—"Snout"!

A fidgety soul comes up to the platform breathless. He grabs tenaciously to the folder that tells rather optimistically of my successes, skillfully avoiding my failures. He looks at my name and goes out. He tells about the wonder of the *next attraction* coming the following April first and then—ye Blessed Nine of 'Lympus!—"tonight we have with us none other than Roxso Spillmore Scoot—hear ye him!"

Listen! People are mentally *lazy*. They take no time to look or listen. Our baggage goes astray because the agent refuses to listen or read. There is a spirit abroad in America that promptly says,

"I know before you tell. Don't worry me with details. Speed, speed, speed!"

We are called for our trains at any time the spirit happens to move upon the soul of the sleeping night-clerk. Taxis never yet have taken a man who was late getting in to the right opera-house or church or hall.

You are afraid to be told anything! We find folks so eternally cock-sure and so eternally wrong in their execution. They simply refuse to



take the time to be accurate. Accuracy takes extra effort, extra pains—and mentality.

But Beautiful, Bighearted

But these are only your failings and we have—oftentimes—many more than you have. How I have fallen in love with my American neighbors! Only the nomad, only the scholastic hobo, only the road-weary pilgrim on what we call "the long trail" (which means a long tour) can know how beautiful and big-hearted you are.

The other night in Pennsylvania I was required to get to an audience in a great industrial school situated some miles from the railroad. Pennsylvania roads are or ought to be a thorn to the flesh of the new Governor. I could not get an auto to take me—mud, mud, mud and ruts and woeful hills. I could not get a buggy. I started to walk and was, a half-hour later, stalled in mud and *lost*!

I found Mister "Jack" at the hotel. He was a guest and a widely-traveled gentleman. Without any obligation whatsoever he assumed responsibility for getting me out to my audience. He phoned and called upon the service of a "central" who knew everybody. Using all his influence and friendship he at last got me away. He was a guest of the hotel—not the clerk or owner. I did not return until about midnight. He had remained up and awake and insisted upon

seeing that I was fed and that my room was comfortable.

That seems unusual. It is, rather, *usual*. We have found people all over the country built on just such lines—and oh, what is sweeter than the milk of human kindness!

There are men and women *who hate being tipped*! Can you who are metropolitan, imagine such a state of affairs? My tips have been refused by clerks and those who assisted me in state after state. I find I must be careful lest I hurt somebody's feeling by the offer of a reward. Think of that! I never had a tip refused in Iowa—but then it is a state that has an anti-tipping law.

Boys and Girls Contrasted

I find the Boy Scouts the wonder organization of America. How kind they have been. I could deluge the gentle reader with stories of their offers of service.

Not long ago I was surprised. I spoke before one of the ultra-ultra-ultra "prep" schools of Pennsylvania. The pupils have millionaires for dads and all such disadvantages to overcome. I found the most manly set I've seen in the country.

Boys are much kinder than girls—today at least. Give me boys to girls in an audience anytime. Boys respond to a bit of a hint. Girls are inclined toward arrogance; they take advantage of the sex. Girls are keener—women are keener. Men help a speaker far more than women, however, by the glad-hand and not infrequently by nods of approval.

People are mighty *human*. Some of us love humanity more than greatness. Two short stories will show this intensely American informality.

Some months ago I talked before a crowd of two thousand in a tent at Kenton, Ohio. In my desire to make the point clear, I fear I resorted to a Billysundayesque manner as I said "Do you get me?" An elderly man who sat on the front row took me seriously enough to stand to his feet. He was without collar or tie and his rugged features stood out in the glow of stage lights as he said very loudly indeed, "Sure we get you!" That audience laught for five minutes and were completely beyond any control other than supernatural.

Away out in Illinois—at Camp Point—before another large chautauqua audience I faced a great Sunday crowd. I have personally a great delight in telling stories of the inebriate—altho told by loving relatives and friends that such are always out of place. This story fitted the peculiar situation that suddenly arose that afternoon so I told that great crowd that I wanted to tell a story of a poor drunken being—that it was funny but I knew it was inappropriate—especially upon the Sabbath. A round, moon-faced farmer looked up at me and fairly yelled, "Go to 'er, Boy!" I told the story.

Thoughtless But Not Unkind

We find the American people often thoughtless—rarely unkind. We are often better treated by the so-called "common people" than by the "first families."

The humanity of people often takes odd turns and twists. One man sat in front of me not long ago. I felt sure I was a distinct bore to him. I am convinced of it. His wife, however, slipped up to me to say a gracious word of greeting. He waited and I walked back to him. I said,

"I am beastly homesick tonight; lost my nerve or something. I'm afraid I was pretty rotten in

consequence. By the way, would you like to see my Flock, sir?"

He was instantly transformed. He and I had a meeting-ground as if by magic—we loved the kiddies. I showed him My Lady Isabel and her rather—pardon all this!—rather nifty, rather appealing offspring—a boy of four and a daughter slim and eight. He dug up some pictures. I dug up another of the old home where we've lived since Father past away in November. My, what a glorious session we had! —We sat up until the wee and sma' telling each other just how families should be run. Then we ate—off of him!

Too, we receive loads of mail. The trustfulness of people is at the same time a great joy and a vital concern. I am askt questions by mail that an older head times wiser would find a problem worth hours of study.

Often we have "crushes"—just as the handsome movie boys do. These we strive to handle with care.

People are souvenir fiends. They will accept autographt nothings with a rapture that is pathetic.

We get lots of gifts. Girls give boxes of choco-

lates and flowers—boys nothing. Men, however, often let you select from their shops. A Vermont man gave me a beautiful antique—a mahogany sewing-table; another, a silk shirt. I imagine that my homeliness keeps me from many a heart-felt proffer. We find the giving instinct is innate. I could tell many stories but they might be out of place here.

People Eager For Fun

We find people *eager for fun*. Young men follow us back to the hotel and tactfully strive to get us started on a series of stories. Ralph Bingham is funnier after his entertainment than in it; which is a high compliment. The professional humorist is always besieged and often it is a great privilege. I know such a friend who actually courts these opportunities.

Crowds like the close-upness to any performer—whether he be good or bad. There appears to be some strange fascination about being near those who perform in front of others. Crowds will talk down in front—when the spasm is over—until you drive 'em home. And oddly enough, too, not only will they listen but they will often

contribute the real entertainment. The droll we have with us always; when we will, they may do us good. Not infrequently do they take us to their homes and the homelike surroundings mean mingled pleasure and longing for one's own brood.

At such times many of the platform "stars" of today have been discovered and later indorsed and used. The home-town, however, is rarely a good judge. We are forced to listen to many "wonders" who should rather be labelled, "blunders."

Here's looking at you! After all we are all just folks and can think of ourselves as epistles known and read of all men—and their wives and daughters, as well.

Note: Roscoe Gilmore Stott, author of the foregoing, organizer and member of the Rotary Club of Franklin, Ind., is a magazine writer and lyceum lecturer with the Redpath Bureau. During the past year he has talked to 200,000 persons in twenty states in the U. S. A., and he ought to qualify for the pleasant task of writing a human study of the folks that chautauqua people meet. This article was written for THE ROTARIAN.

The Great Portal of Service

By W. R. C. Smith

I believe that Rotary, today, is confronted with the most wonderful opportunity that has ever faced any body of men; that we are standing on the threshold and at the open door itself of the Great Portal of Service; and that what we now are and what we have so far accomplisht has been only a training course to more fully fit us for that which we should now attempt.

The events of the past two years or so in America has been a process of the Almighty's whereby He has indeed been truly "sifting out the hearts of men before His judgment seat."

Individual, Personal Application

Beneath the veneer of indifference, and under the cold cover of disregard for other than that which concerns most men's immediate interests, there has slowly penetrated a deep conviction that success and safety in life or in business does not lie in secrecy and selfishness; and that he who opposes and obstructs the forward movement of spiritual progress and the lifting of all men's souls upward, will fall a victim to his own stupidity and blindness.

The vision I hold today of Rotary and its opportunities is very plain and clear to me. It is not the glorification of Rotary itself, not the Pharisaical attitude that because I am a Rotarian and enjoy the fellowship and confidence of Rotarians I am "as one elect," and therefore above the commonalty of men. Instead I believe that because I am a Rotarian, with a knowledge of its aims and purposes I shall be doubly damned if I accept the mantle of its membership and parade under the insignia of its banner and fail to faithfully function in all of Rotary's applications to the extreme extent of my ability and understanding.

My vision of Rotary is one of individual, personal application. Rotary is a garment to be worn constantly, not on state occasions alone when something big is being "put over."

My vision of Rotary and its mission is a vo-

cational vision. I believe our greatest work is with the youth of this country; that it is within our province and our ideals to create a greater ideal of citizenship within the heart of every boy; that we can, by right living and right thinking, ourselves, and by personal as well as by co-operative effort, create a condition which will make it impossible ever again for America to find, when calling upon four million of her youth to come to her defense, to discover that one-third of all so summoned are physically unfit to serve their country or stand on a level with their fellows.

Duty to Alien Born

Let us, who are American born, try for a time to put aside that "holier than thou" attitude which we so often affect toward those of alien birth. Let each of us accept the obligation confronting us and give more unselfishly and freely of our time and means, to the end that those among us who, by reason of accident of birth or environment or ignorance, are failing to grasp or apply the meaning of American citizenship with its responsibilities and opportunities, may have it clearly visualized to them and its benefits understood.

On the plastic mind of the boy or girl you can imprint indelible impressions for depravity or for virtue—for good citizenship or for anarchy. Let us see to it as a personal duty that our schools are efficient and our teachers inspired to impart not only knowledge but citizenship.

Let us see to it that the youth of our city are provided with proper playgrounds that their bodies may continue to be what Almighty God created them to be.

Capitalism and Communism

You and I, in our brief day, have lived to see the wonder of the ages. We have visualized and experienced the dominating ascendancy of capitalism on the one hand and in another part of the world the rule of the soviet or communistic gov-

ernment. Is there any of us who will defend either when either is absolute?

Unbridled capitalism spells slums, sweat shops and poverty for the masses, and arrogance, indifference and oftentimes contempt and soul destruction on the part of the favored and fortunate few of the classes.

Communism at its extreme spells ruin, degradation and mental and moral death, as practiced by the bolsheviki.

We want neither of these in America. We have grown great because, in the wisdom of the fathers, equal rights and equal opportunities were vouchsafed every citizen.

Let us bend our every energy to keep the highway of Democracy wide open and well swept for the generations that shall follow us. Let us never forget that in either extreme lies misery and ultimate destruction.

Capital and labor, wealth and work are twin souls, useless each without the other and to each should be given his fair share of rewards of their joint enterprise and to neither so much that ruin shall come to capital or beggary and industrial servitude to labor.

Extremist is Dangerous

Let us not forget that the extremist is a dangerous person and that sanity and safety lies happily between.

This is work for Rotarians to perform if they are the type of men they are represented to be. You were selected for Rotary because you were represented to be a leader and a worker in your business or profession. See to it then, that you deserve the confidence that has been placed in you and actually *lead*. Preach, practice and live sanity, decency, temperance, both in business and in government, and by so doing pass on the jewel of freedom with a lovelier luster than it had when it came to you.

Note: Address before Rotary Club of Atlanta, by Dick Smith, at close of his term as president.

Better Workers and Better Fighters

By Cyrus P. Barnum, Assistant Chief Secretary, A. E. F. Y. M. C. A.

THE story of the YMCA with the American Expeditionary Forces is a big subject. I will touch only the high spots.

The YMCA offered its services to the President as soon as war was declared in 1917. President Wilson accepted the offer and it was later accepted by the Secretary of War and the Secretary of the Navy.

The purpose of the YMCA with the Army and Navy is perhaps best stated and also officially stated in G. O. 26 (1917) from General Pershing's Hdqrs. in France. This order says in part:

"The YMCA will provide for the amusement and recreation of the troops by means of its usual program of social, educational, physical and religious activities."

General Pershing's purpose in accepting the services of the YMCA and in issuing this and other similar orders was that his men might be happier and more contented, and, therefore, better workers and fighters than they would be without what the Association planned to do for them.

Just recall how dreary and lonesome have been some of your days and evenings away from home, even in our own country and at times when you knew you would soon return home. Then imagine if you can what the boys of the A. E. F. faced: three or four thousand miles from home; knowing that they would be away at least months if not years; in a country where few could speak or understand the language and where the habits and customs of the people were very different from their own; where billets or other quarters were frequently uncomfortable and not infrequently damp and dreary; and where the mud is indescribable. To relieve this situation and to represent, so far as possible under difficult circumstances, the best of our American institutions, the home, the school, the club, the church and the theatre, was the large task of the AEF-YMCA.

How Work Was Planned

Such a program meant a big plan and some of the outstanding features of that plan are as follows:

- It meant people capable of laying out the program, more people capable of directing it, and still more to put it into operation.
- It meant a construction department to erect huts or barracks or tents; and a rental department to find and lease hotels, theaters, cafes or other suitable places in which to operate.
- It meant capable departments to furnish and decorate these huts and buildings with the tables, benches, chairs, counters, posters and other requirements.
- It meant bringing over from America, athletic supplies, games, musical instruments, books, magazines, stationery.
- It meant recruiting and sending to France competent athletic directors, entertainers, lecturers and speakers on religious and educational topics.
- It meant building up and keeping in running order a motor transportation fleet which was absolutely essential to carry entertainers and speakers and to distribute supplies to the widely scattered units.

You who are familiar with the big cantonments of the United States, where 20,000 to 50,000 were concentrated within a comparatively small area, do not realize the larger problem of serving men in small and scattered units which averaged probably not to exceed 1,500. As an extreme example of the way the units were split up, let me tell you that the First Division, when part of the Army of Occupation in Germany, was billeted in 80 different towns and villages. You can readily picture what this means in personnel, equipment and transportation requirements.

Then, in addition to this large program of activities, which was the Association's primary rea-

son for going to France with the Army, General Pershing requested that the YMCA undertake the operation of the Post Exchanges. His reason for making this request is stated in a letter to Mr. Carter, the Chief Secretary, a letter written when the Post Exchanges were turned back to the army 4½ months after the signing of the Armistice. In part this letter says:

"The YMCA undertook the management of the post exchanges at my request at a time when it was of the greatest importance that no available soldier should be taken away from the vital military functions of training and fighting."

You have always known the Post Exchange as an Army Store. It is a feature of every regular post and is operated under elaborate War Department orders. Under these orders a good many thousand men would have been "taken away from the vital military functions of training and fighting" and the Allies needed every available man. To operate these exchanges meant:

- Importing from America, finding in the local French, Spanish or other European markets, or manufacturing in France the tremendous amount of supplies demanded. It became necessary to re-open 48 factories which had been shut down for lack of sugar and flour and manage them, taking their entire output of biscuits, jam, candy, and bar chocolate.
- Providing storage and distribution facilities for these quantities of supplies, also arranging for their sale and accounting.
- Finding personnel for all these business functions.

\$50,000,000 Yearly Business

In a year and a half from the time General Pershing asked the Association to operate the exchanges it was running a chain of more than 1,500 retail stores which were doing a total business at the rate of 50 million dollars annually. Do you know of any private business which has ever done or would think of trying to do that within eighteen months?

You may be interested to know the figures for the Third Region (Central France) where I was Regional Secretary for 4 months. This was one of 8 Regions into which our work was divided.

In October, 1918, we were reaching more or less completely about 459,000 troops at 243 permanent and perhaps 20 irregular stations. There were 309 men and 94 women on our staff. During the month the post exchange sales were \$632,243 and in addition the boys brought in \$353,408 to be sent home to families, friends, banks or insurance companies.

AEF Remittance Service, as it was called, was carried on because so many of the men were away from Money Order Post Offices or banks where they could buy exchange on America. The Remittance service was free and has amounted altogether to \$19,000,000.

Naturally so large a business undertaking, under such unusual conditions, was imperfect and was the object of some criticism. At one time Mr. Carter said to General McAndrew, General Pershing's Chief of Staff:



An "Honest-To-God" American Girl

"The 'Y' girl, big sister to the American doughboy. Being big sister to four million soldiers was no small job, but the Y. M. C. A. girls who undertook it found that was a satisfying one. However the American boys had teased their sisters at home, they treated their 'Y' sisters in France like veritable queens. There were 2,500 of these big sisters. Some were college girls, some were gray-haired mothers, some were society girls, some were working women, but all knew and loved that specimen of the human race, the American boy, and all went over to dedicate themselves to that boy's happiness and welfare. And the American boy responded by adopting the 'Y' woman as his favorite heroine. Wherever she was, the crowd of khaki was thickest. Whatever she said went. She was always beautiful to him. Whatever she wanted, she got. The 'Y' woman earned first place in the soldier's heart. If he were depressed, she cheered him. If he were elated she helped him celebrate. If he wanted to talk, she became an ear. If he wanted something to eat, she could always rustle it for him. If he wanted a word of sympathy or advice, she gave it. Or if he just wanted to look at an American woman for the pleasure of it, she was there, and she was the best thing to look at in all France, take it from the doughboy.

"Sometimes I feel like asking to be relieved of the Post Exchange because it brings so much criticism and prevents our doing as much as we would like along the activity lines."

General McAndrew's reply was:

"Mr. Carter, did the YMCA come to France to avoid criticism or to serve the Army?"

And who can doubt that the collection and distribution of supplies at the rate of \$50,000,000 a year was really a service to the Army?

Praise From General Pershing

In spite of the difficulties, the work was done so that when the exchanges were turned back to the Army on April 1st, 1919, General Pershing wrote:

"Permit me to thank you for the very valuable services which the YMCA has rendered to the A. E. F. in handling these exchanges. Handicapped by a shortage of tonnage and land transportation, the YMCA has, by extra exertion, served the Army better than could be expected and you may be assured that its aid has been a large factor in the accomplishments of the American Army."

By talking so much about the Post Exchange I may be letting you forget that other, primary, part of our work with the Army, the program of activities. While this big business was being built up the regular activities were also being carried on in huts, tents, hotels, theatres, etc. Perhaps a few figures will best give you an idea of the extent and size of this program.

Up to Dec. 31, 1918 there were distributed 173,195,000 sheets of letter paper and 130,345,000 envelopes.

Between May 1st and Dec. 31st, 1918 the bill for athletic supplies and direction was \$1,227,118.

In January, 1919 there were 2,776 entertainments exclusive of cinema shows. There were distributed 3,170 costumes for soldier talent bands and orchestras. Probably nine-tenths of all the shows are now put on by the boys themselves, a plan which increases the number of entertainments and gives the participants a chance to get about to other parts of France on tour.

Starting Army Universities

On April 1st there were enrolled, in various post and division schools of the Army of Occupation, 23,000 students under more than 1,000 officer and enlisted man instructors. President Guy Potter Benton of the University of Vermont, the YMCA Director of Education for this Army, is justly proud of his "University on the Rhine."

These post and division schools (high school grade) are operating also in the other armies and in the S. O. S. (Service of Supply).

At Beaune, in buildings formerly used for a hospital center, is housed the A. E. F. University, with more than 9,000 students in the various colleges of an up-to-date university, more than 3,000 of them being in the college of agriculture. At the Sorbonne and Bellevue Art School in Paris are about 2,000 more; at various colleges in England about 2,000 more and smaller groups at the French Universities at Montpellier and Dijon.

The Educational plan was formulated by educators recruited by the YMCA and was put in partial operation even before the Armistice. Since Jan. 1st it has grown to such proportions that on April 16th it was transferred to the exclusive direction of the Army, and the Association's educational staff became a part of the Army Educational corps. On the occasion of this



THE RED TRIANGLE

Daniel M. Henderson

Lift up the Red Triangle
Beside the thundering guns—
A friend, a shield, a solace
To our ten million sons!
Go build a hut or dugout
By billet or by trench—
A shelter from the horror,
The cold, the filth, the stench!
Where boys we love, returning
From out the gory loam
Can sight the Red Triangle
And find a bit of home!

Lift up the Red Triangle
Against the things that maim!
It conquers Booze, the wrecker!
It shuts the House of Shame!
Go make a friendly corner,
So lads can take the pen
And get in touch with mother
And God's clean things again!
Where Hell's destroying forces
Are leagued with Potsdam's crew,
Lift up the Red Triangle—
And help our boys "come through"!

transfer General Pershing wrote Mr. Carter in part as follows:

"It is desired to express the highest appreciation of the work of the YMCA thru its Educational Commission in organizing the educational work at a time when it was impracticable for the Army to do so and for the continued assistance up to the present time in the wise development of the educational system in the A. E. F. The large number of well-qualified educators brought to France by the YMCA during the past year will be of inestimable value to the Army in its educational work and this contribution is especially appreciated."

Secretary Baker wrote a similar letter of appreciation to the Chairman of the War Work Council in New York.

Religious Work Department

The Religious Work Department had distributed up to April 1, 1919, more than 7,000,000 pieces of literature, Bibles, Testaments, Psalms, Gospels, song books, leaflets. This literature was taken voluntarily by the men from counters, tables and other convenient places in the huts and other buildings.

The Army operates 23 regular Leave Areas, such as those at Aix les Bains, Nice and Biarritz, where it sends men on a duty status, that is, their transportation is paid and also their room and meals.

The Association's responsibility in these Leave Areas is to furnish the amusement and recreation. This is done by renting the Casino, the

theatre or other amusement building and by providing personnel to direct mountain climbing, hikes to places of interest, to run the dances and other features. Up to April 1, 1919, 300,000 men had been entertained at these 23 Leave Areas.

I talked in Paris with a large manufacturer, a director of the U. S. Chamber of Commerce, who went to France in January in connection with the Peace Conference. After seeing YMCA work at Tours, Chaumont, Paris, and other points he said to me:

"I have given \$100,000 to YMCA war work and I am absolutely satisfied with my investment. I am anxious to get back and tell about the wonderful work that is being done."

I said that the purpose of the YMCA in France was to help make happier, more contented workers and fighters. What part the Association actually played in the result is a subject for speculation, but it is perfectly willing to leave to the boys themselves a thoughtful vote on what France would have been without the YMCA and what it was able to do. This work is not over yet and will not be so long as there are troops on the other side. In fact the need is greater today than ever because, as Mr. Carter says, "General Pershing expects the YMCA now to take the place of the Boche in furnishing amusement for the Army."

Lessons in Co-operation

In conclusion may I bring you two impressions which stand out most sharply in my recollection of my experiences. One is that there is nothing quite like the spirit of the American boy. When he sets out to do something he doesn't know "quit" until it is done. You just can't stop him, that's all.

The other outstanding impression is that such co-operation as existed in this war will accomplish anything.

General Pershing's offer of his few fighting divisions in the spring of 1918 to General Foch to be used where he most needed them was an act of unselfish co-operation unprecedented in Europe and made a great impression there.

If we learn no other lessons from this war than these,—to make use of that indomitable spirit and that power of co-operation, we shall have gained immeasurably. And surely the need for that spirit is present today in civic, political, industrial, social and religious life.

How shall it be better fostered and how shall we better co-operate than thru our already organized and "going" associations like the YMCA, the Rotary clubs, the churches and the schools.

We have shown what we can do when we concentrate on the destructive business of war. Let us put into our support and administration of these constructive institutions of peace that same zeal and patriotic devotion and who can say what the results will be?

Note: Rotarian Cy Barnum went to France in January, 1918, in YMCA service. He was canteen and hut secretary in camps near Chaumont, General Pershing's Headquarters; then divisional secretary of an area in SOS (Service of Supply); then divisional secretary with the 4th Division during the Chateau Thierry counter-offensive; from August 1 to November 24 he was one of the eight regional secretaries, and later associate general field secretary at Paris Headquarters; from January 1 to April 15, 1919, when he returned to America, he was assistant chief secretary. The foregoing is a paper read before his Rotary Club of Minneapolis, Minn.

THE ROTARIAN'S OPEN FORVM



The columns of this department are open to the readers of the magazine for the discussion of questions of general interest or vital import. Raise new questions; agree or disagree with those already raised; put your thoughts into writing and send them to the editors; but please be brief, so that a larger number of contributors may be given the opportunity to be heard.



Indecision

INDECISION is a disease. We meet some men who never give a direct answer to the simplest question. Their decisions are always postponed. They are vacillating, double-minded men. They "Will let you know" or they "will think about it" or "tomorrow or next week maybe."

They never let you know because they know nothing; they will never really think about it because their minds are too flabby to think, and their "tomorrow or next week" is the way of confessing their cowardice.

They count themselves experts in evading, deceiving, skulking. They deceive no one but themselves. They are diseased and it would not be fair to quarrel with a sick man.

The real, sturdy man scorns to pass his days scraping and bowing before his convictions and dreams. He decides and he acts. His words are few but his deeds are many.

"The double-minded man is unstable in all his ways." "Choose this day whom ye will serve" and what ye will do and you shall know the strength and joy of a manly decision.

—J. H. Hackenberg, Rotary Club of Reading, Pa.

A Suggested Service

AS liaison member of the Oakland Rotary Club, I emphatically believe that Rotarians can be of positive help to the U. S. Federal Board for Vocational Education. One of the most important things in life is not where we stand, but in what direction we are moving. Rotary is moving in the right direction. Its fundamental tenet is service—service not as mere preachment, but service thru action.

Every Rotarian can render eminently distinctive service now to the Federal Board by giving a brief analysis of his vocation. Such an analysis will serve two worthy purposes. It will furnish the Vocational Advisers of the Federal Board helpful and authoritative information concerning various vocations and it will enlist at the same time in the work of rehabilitation the active interest and cordial support of every Rotarian who writes or reads a job analysis.

The job analysis form used in the Twelfth Rehabilitation District is suggestive of what may be done to induce Rotarians to contribute genuinely constructive service to the Rehabilitation Division of the Federal Board.

Is it not decidedly fitting that a page of THE ROTARIAN each month be featured as a Rehabilitation or Reconstruction page, appropriately captioned with an adequate introduction, giving about

one-half dozen job analyses which can be used by the Federal Board's Vocational Advisers in helping our discharged, disabled service men to choose the vocations for which they can be trained and which they can pursue as successfully, after training, as able-bodied men?

We feel certain that the Government's work of rehabilitation, especially if extended to include the disabled in industry, as is now contemplated, is of such vital import, particularly to Rotarians, that the plan suggested above, if presented in a concise manner, will appeal to all readers and will result in most beneficial community, state and national service.

An appropriate caption for the page would be, perhaps, "The Redemption of the Disabled Man." Expressions from disabled men in training under the direction and supervision of the Federal Board and photographs may be obtained, if desired.

—Nicholas Ricciardi, Placement Supervisor, District No. 12 (California, Arizona and Nevada), Federal Board for Vocational Education, member of Oakland (Calif.) Rotary Club.

Rotary, My Rotary

(Air: "Till We Meet Again")

Rotary, my Rotary,
Dear old glorious Rotary,
As the sunshine cheers the flowers
Thus you brighten all our hours.
Of all clubs beneath the sun
You're the best, the grandest one,
All our tasks you turn to fun.
Dear old Rotary.

—Leon Drury, Rotary Club of Fitchburg, Mass.

Imaginary Talks to Rotary Club

AT A DISTRICT CONFERENCE

FELLOW Rotarians: I am known as the silent member of our club. But even the dumb would be inspired to talk in such presence as this. No matter what topic we start upon, such is the all pervading engrossment of this great war upon our thoughts and our acts, it is but for a moment we can escape its influence.

We do not wish to escape. We wish to learn thoroly the lesson that is imposed upon us, the lesson of love and sacrifice, a lesson that we will learn more and more as this conflict continues and we become more and more a part of it.

I regard it as a chastening of the spirit, brought upon us by God because we stood in dire need of it. We will come out of this trial purified of much of our grossness, and not within the lives of any now living, nor I trust of many

generations to follow, will there be need again for such a scourge.

There are many things for us to do that will carry this lesson to those yet unborn and assure to them and those that will follow them the blessings of a free country founded upon right living. One of the most fruitful will, I judge, be in seeing that the young are properly guided and taught a love of justice and truth and manliness. Our free schools, our boys' Y. M. C. A., our Boy Scout movements, etc., will all contribute to this end. But have we not to go further than this? Is it not hard to hold the child in the right way if, as soon as released from these influences, he comes under the influence of a bad home? Must we not start with the home?

There is being started a movement, in many of the industrial centers of this country, for better homes for the workingman; it goes farther even than this, the agitation is for a "City beautiful." But let it begin with the home and from the home extend to the public portion of the city.

If we can inculcate in the mother a pride in her home she will have pride enough in her offspring to see that they have, at least, equal opportunity with the children of her neighbors, and tho the father have as gross a nature as the "Hun", he will in time be influenced by his surroundings. Thus by looking after the material as well as the educational interests of the young we will lead all to good citizenship.

If the improvement seems slow in coming, let us not despair; let us rather remember that all great things are of slow growth. As Senator Hoar once said, "Let us have the patience of God", and was it not Emerson who said, "The best political economy is the care and culture of men."

Whether we act or not on these matters as Rotarian bodies, it is imperative that we do act so that we who enjoy the blessings of this free country may pass these blessings on in perpetuity to the generations that follow.

AT A BOY SCOUT DISCUSSION

The education of youth, as Spencer has said, naturally divides itself into the intellectual, the moral and the physical. That the intellectual can be developed with utter disregard of the moral is very tragically shown by the instigators of the present European conflict. The converse of this, that the moral can be developed without the development of the intellectual, is, I believe, impossible.

The influence of a great teacher upon youth is an influence that abides thruout life; a great teacher will inculcate in the mind of youth a hatred of duplicity, a love of justice and an abiding sense of duty.

This Rotary Club could do no greater service

to this community than to stand sponsor for and guarantee the compensation of some great leader or guide for its youth, someone who would inspire love and respect. We need, in every way in our power, to have installed into the minds of our youth a sturdy moral sense, a manliness that will give thoughtful consideration for the rights and feelings of other people, that will cause them to scorn to tell a lie.

Who can get closer to the boy than the one whose privilege and duty it is to be with them on numerous outdoor excursions? How important it then is that this one be a man of great gifts, having his whole thought tending to the welfare of his charges? With such schooling and that of compulsory military training to follow, we can feel that the destiny of the nation will be left in capable hands.—*J. E. Rodnal, Rotarian.*

America's Problem

HARDER work, more efficiency, more production, is the real problem before America and Americans. How are we to make, at best, a high-cost living; how are taxes that total 25 to 40 per cent of many incomes to be paid, if we don't work harder, more efficiently and produce more per capita than ever before?

We cannot consider labor or capital conditions, at any time, and particularly at a time when costs are so high, except in connection with efficiency and production. The higher the wage the hand or brain gets, the higher the efficiency and production in return. Or, rather, put it the other way round. The wage or salary is of secondary importance, if it brings efficiency, results.

So long as we are free, independent and aspiring men and women, and not socialists, we must never permit efficiency and reward to be separated.

Our Lord made that clear in the parable of the talents, and His teachings hold only because they stand the economics of the ages.

In the natural order of things, no matter how pure their purpose, we cannot leave educational methods entirely to the teachers; banking bodily to the bankers; big business problems solely to the corporations; not even religion to the clergy; any more than we can leave government to the politicians.

When any one of these classes, or labor, or farmers, or any set of men, takes entire charge of its activity or reaches out to dominate a whole industry or people, then we have destroyed, not alone our ideals, but all else:

Human nature is the same always. One set of us can never be trusted to run the whole works, and a republican form of government can be made to prevent and will prevent any such suicidal transactions.

We want and will tolerate no tyranny of the minority in any line of work or government.

Have we anything to fear from, and will Socialism, Bolshevism and anarchy make any headway in the United States? Yes, we have everything to fear if we sit supinely.

We have nothing to fear, however, if our representatives exhibit any Americanism and wipe out their Pontius Pilate methods of washing their hands when the rabble would destroy liberty.

The greatest danger in America today is the lack of courage, the failure to meet or anticipate

Rubaiyat of a Rotarian

Kaiser and slave alike have gone their way

With Frightfulness; but whither none may say.

But we who braved the darkness and the death,

Have gained the brightness of a better day.

Yes, Rotary has taught me how to give, and be

Content to serve without a thought of ME.

The multitude that surges ever on
Will pause one day to look—and see.

Some for the warmth of fellowship, and some

Hie to the meeting for the song and pun.
It makes but little difference whence or why,

One thing at least is certain—they always come.

Alas! that one-fifteen should ever come,
And Mirth and Laughter suddenly be dumb.

Seek not to hold the meeting over-time,
Lest he who tarries here may have to—run.

—*M. A. McClaskey, Rotary Club of Wheeling, W. Va.*

vital issues, and to call men and things by their right names.

As our four million war service flags disappear, we must hang out one hundred million service stars, standing for militant, aggressive citizenship, to perpetuate and infinitely improve the democracy of our nation for which we fought.

We must go over the top one hundred per cent American if we are to hold and extend our ideals.

That which we now call prosperity will continue, for not a few years at least, if our hand and brain folks will use these equipments to secure results and reward thru efficiency and increase production under American laws and ideals.

Our sanest, best thinking Americans, with courage plus, must be mouths for those who cannot speak; eyes for the groping ones and the blind; conscience for the base; minds for the foolish. And there must be cooperation from all of us to maintain our advantages and attain all practical ideals.

We must stop the human and property wastes of peace that, with strikes and labor turn-overs, almost equal war's destructions. We must develop, by harder work and application, new sources of wealth, improving and extending every form of transportation.

Individually we must all join the "governing class"; nationally we must carry a big stick and speak softly—sometimes.

—*B. F. Harris, Rotary Club of Champaign, Ill.*

A Little Story of Service

THEY called her the Majestic Sweetheart—74 in years but sweet sixteen in spirit. Every Monday, rain or shine, she sat in our front row, not so much to see the pictures, she said, but

to be with the members of our orchestra whom she called "her boys." She knew each one by name, knew whether they were married or single and all about them.

The boys always watcht for her on Monday. They played her favorites. She was their good angel and Monday was never blue. Then the war came. There were changes in the orchestra, but she never lost track of her "boys" and she knitted socks and wrote regularly to France.

One Monday she was missing. We called up her home. She wasn't feeling well but would be down next week. We waited. The week past, and then came a letter from her son: "Mother is failing fast. No hope. She wants to be remembered to the boys."

That was all. We never saw her again—in life. The day before she was laid to rest, the leader of the orchestra came to the office and said the boys wanted to make an unusual request—they wanted to play at her funeral.

The next afternoon our patrons wondered what had happened. The lights were all dark in the pit, the orchestra was not there. Out into the open country went her "boys"—men gathered from all parts of the world, who had seldom been away from the city streets. Silently they trudged up the walk to the humble little home. It was Autumn, the leaves were turning, and in the quiet of the country-side, away from the noise and bustle of the city, these men had come to render a last service to "her."

I have heard the world's greatest artists. I have heard the great symphony orchestras of our time. But there in that little home, tucked away behind the honeysuckles, I heard the most beautiful music that it has been my privilege to listen to. This little band of men had played many times together and played well, but it was usually a business matter. Today the thought of money was lost sight of. Love had entered their souls. They were rendering a last service to the noble woman who had brought a bit of sunshine into their lives.

It seemed as she lay in the next room in her shroud of white, that a smile hovered about her lips, and she was listening to her "boys" as they played her favorites, the hymns she loved, learned at her mother's knee: "Jesus Lover of My Soul," "Lead Kindly Light," and "Nearer My God to Thee."

A simple act of service, a little thing to do, but down deep in the hearts of the loved ones she left behind remains a feeling of thanksgiving and appreciation that time will never erase. Truly, "HE PROFITS MOST WHO SERVES BEST."

—*James A. Maddox, President Rotary Club of Columbus, Ohio, manager of the Majestic (picture) Theater. This is one of a series of "Heart to Heart Talks" to his club.*

A Hard Knock

During the cross-examination of a young physician in a lawsuit, the plaintiff's lawyer made disagreeable remarks about the witness' youth and inexperience.

"You claim to be acquainted with the various symptoms attending concussion of the brain?" asked the lawyer.

"I do."

"We will take a concrete case," continued the lawyer. "If my learned friend, counsel for the defense, and myself were to bang our heads together, would we get concussion of the brain?"

The young physician smiled. "The probabilities are that the counsel for the defense would"

News of the Rotary Clubs



President Bert Adams and another kid on the platform at Helper, Utah, en route to Salt Lake City; on the right his three mascots, Mrs. Eugene Harrington of Atlanta, Miss Cecile Turner of Tampa, and Miss Louise Campbell of Atlanta.

W. J. KENNEDY, PRESIDENT OF THE ROTARY club of Sioux City, Iowa, president of the Purity Biological Laboratories, has sent in a leaflet describing the welfare plan for his employees. Employees earning up to \$3,000 draw a bonus after a year's continuous employment, the amount ranging from 5 to 10 per cent of the yearly salary depending upon the length of service. There is a sick benefit up to six weeks, the first two of which are on full pay and the rest on half pay. If the head of a family dies his family will receive half of his weekly pay, from six up to fourteen weeks, depending upon the length of service. Every employee will be given a week's vacation with pay. All the benefits are dependent upon at least one year of continuous service.

ROTARIAN ELMER L. CAVE, SUPERINTENDENT of the Bellingham (Wash.) city schools, has returned from service in France. Elmer was in charge of the Paris area of the army educational work, which is one of the eight districts into which the American military zone is divided. On his return to the United States he gave an inspiring address before the Bellingham club, dealing particularly with the broadening effect which service overseas had left upon Americans who were in or who came in contact with army life.

PAST PRESIDENT JAMES N. RUSSELL OF THE Kansas City (Missouri) Rotary club was recently discussing matters matrimonial with a fellow trader on the K. C. grain exchange, W. J. Mensendieck. The latter wagered Russell \$10 that he wouldn't be married within a year. About a week later Mensendieck received the following telegram from Chicago: "Mail that \$10 care La Salle Hotel. We are married and need the money. Mr. and Mrs. James N. Russell."

THREE OF FOUR WILKES-BARRE ROTARIANS in war service have returned to civilian life.

Captain George Shepherd was with the engineers in France and had charge of the construc-

tion of a base hospital of 10,000 beds at Allerey, near the Swiss border. He had a village of 194 to work from and had to build quarters for the 1,200 laborers working on the hospital in addition to constructing all the sewage, water, road and light systems and the buildings.

Lieut. Col. Ernest G. Smith had charge of the casualty records of the A. E. F.

Edmund Poggi was in Y. M. C. A. work.

Rotarian Frederick Johnson, the fourth service man of the club, who was with the Marines (an article by him on the Marines was published in January, 1919), is now in Russia working with the Red Cross.

ROTARIAN E. L. MCCOLGIN, MANAGING SECRETARY of the Chamber of Commerce, Troy, N. Y., has a very high opinion of this magazine, as expressed by him in the following words: "A ton, more or less, of printed matter of various sorts crosses my desk every month. THE ROTARIAN is one of the few publications that I read from cover to cover. I have found it a most interesting and useful magazine."

ROTARIAN CHARLEY MITCHELL OF TOPEKA, Kansas, was driving home from a country club dance when one of the tires on his car blew out. It was some distance from town and no garage would send out a man, and Charley had to fix it himself. But how, without soiling his spotless Palm Beach suit? He just didn't have the heart, so the first thing Mrs. Charley knew she was holding her husband's coat and trousers and he was at work in his B. V. D.'s. And then Charley had to drive home still minus his Palm Beach, because his hands were dirty and he would soil it trying to put it on. But it was a dark, dark night, and anyway, as Charley says, he had on more clothes than he wears when swimming.



The latest approved auto mechanics' attire. For further information see Rotarian Charley Mitchell of Topeka, Kansas.



Miss Louise Campbell of Atlanta and Miss Cecile Turner of Tampa, two of Bert Adams' Mascot Club at Salt Lake City. The other member was Mrs. Gene Harrington, Bert's sister.

DR. JOHN A. DONOVAN, FORMER PRESIDENT OF the Rotary club of Butte, Montana, is the author of a very helpful booklet "Camping in Comfort," which has just been published by the Outdoor Life Publishing Co. of Denver. The book was written for the busy man and is a concise encyclopedia on camping. Rotarian Donovan was a member of the championship team of the National Rifle Association in 1911. For many years he has been interested in outdoor life.

ROTARIAN FEDERICO A. PEZET OF NEW YORK, special delegate from International Rotary to Latin America, has been chosen by the new president of Peru to be ambassador from Peru to the United States.

PAST INTERNATIONAL PRESIDENT FRANK L. MULHOLLAND, of Toledo, visited and talked to the Rotary club of Bluefield, West Virginia, while he was in the city to lecture to the Chautauqua.

SECRETARY G. T. CROSS OF THE MONROE (La.) Rotary club, has recently gotten out a clever attendance box score from the date of the organization of the club, showing the percentage of attendance of each member by year and in comparison therewith his percentage of attendance during the months of May, June and July of this year. The score shows at a glance whether a member is slipping, holding his own or doing a little better month by month this year than in the past.

THE ROTARY CLUB OF ROCK ISLAND, ILLINOIS, has lost by death one of its prominent members, F. O. Van Galder. Rotarian Van Galder was the editor of the Modern Woodman magazine. He had served as correspondent to THE ROTARIAN.

The following is a letter from Rotarian "Bill" Logie of Glasgow, written from New York under date of August 6:

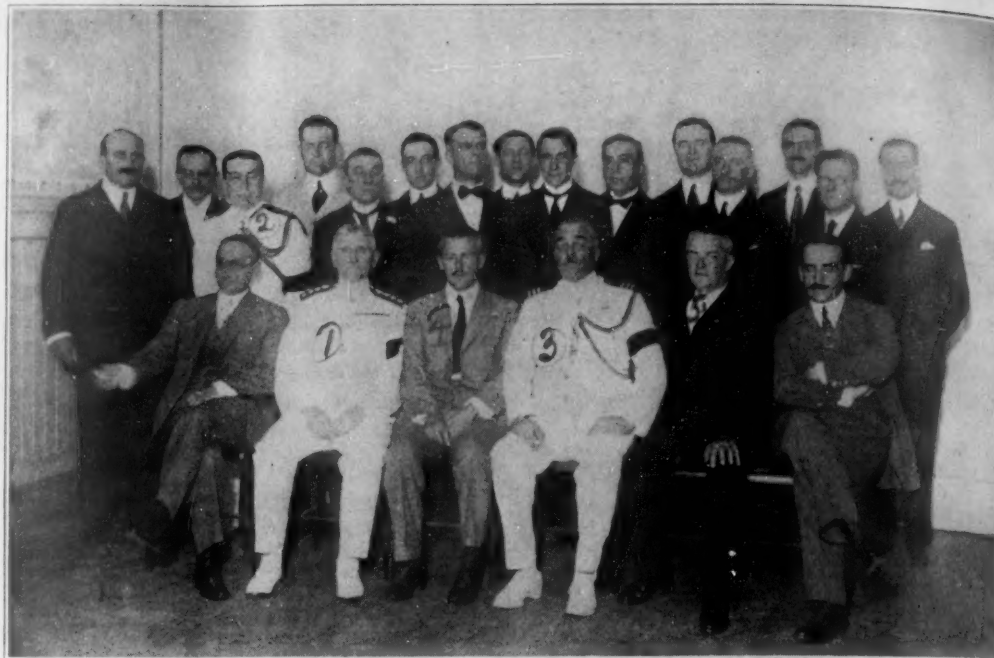
"My dear Fellow Rotarians: While at the International Convention at Salt Lake City I re-

ceived many invitations to visit some of the Rotary Clubs in the United States and Canada. Some of them I was able to visit, but I am afraid not all I had invitations for. Time flies, and your continent is so great, and I have to sail about the 14th by ADRIATIC, White Star Line, from New York for home. I thank you one and all for all kindness extended to me and for the reception you gave me at the Convention at Salt Lake City. I am not going to say good-bye but simply au revoir "Till we meet again."

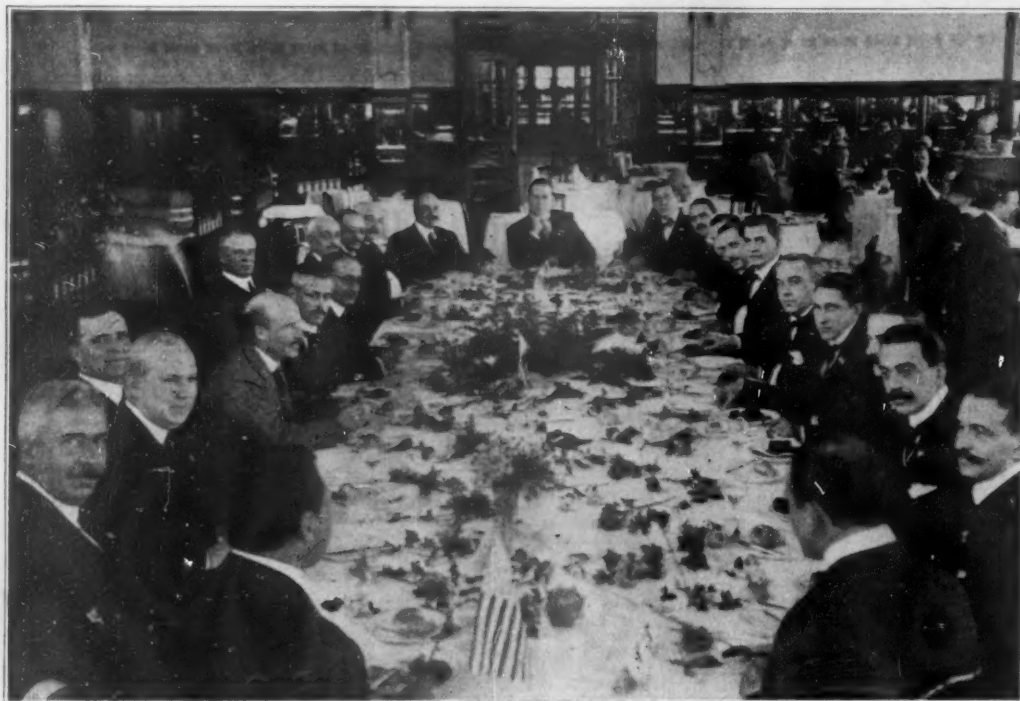
TOM SHEEHAN OF JERSEY CITY, N. J., GOVERNOR of Rotary District No. 3, was unable to attend the meetings of the International Council in Chicago the last week in August because business took him to Europe the previous week.

NEXT TO A CONVENTION

I want to congratulate you on the recent (August, 1919) issue of THE ROTARIAN. I spent the greater part of two Sundays reading the reports and recommendations and found great pleasure in doing so. It is the next best thing for those fellows who were unfortunate enough not to attend the annual convention.—Weston C. Boyd, Rotary Club of Philadelphia, Pa.



The Montevideo (Uruguay) Rotary Club entertained Admiral Caperton and his staff, of the U. S. Pacific Squadron, when it visited the city recently. The numbers show: (1) Admiral Caperton; (2) Captain Taylor; (3) Commander Obrussay; (4) President William Dawson (American Consul) and (5) Secretary Coates of the Montevideo Rotary Club.



Ex-President William Dawson (the first president) of the Rotary Club of Montevideo, Uruguay, was the guest of honor at the first birthday dinner of the club, held on July 4, 1919.



Rotarians and their wives and daughters in the bread line at the first annual picnic of the Rotary Club of Cheyenne, Wyo., held in August, 1919. They call this the first annual picnic because they had such a good time that they decided to repeat it every year.

Club Has Merit System

THE board of directors of the Rotary club of Knoxville, Tenn., has installed the following "Merit System":

I. A record of each club member shall be kept in the office of the club secretary, and credits and charges will be entered on said member's record in accordance with the following plan:

II. (A) For attendance at club meetings, a credit of five points will be entered for each meeting attended.

(B) For absence from said meetings, a charge of five points will be entered.

Provided, that any member who, during absence, attends the meeting of any other Rotary club, and so reports, shall be credited with five points.

"Club meetings" referred to above include regular Tuesday luncheons, ladies' nights, and all special meetings authorized by the board of directors and announced in due form.

III. (A) For attendance at meetings of any committee of which he is a duly appointed member, notice of said meeting having been given him at least 24 hours in advance of the meeting,

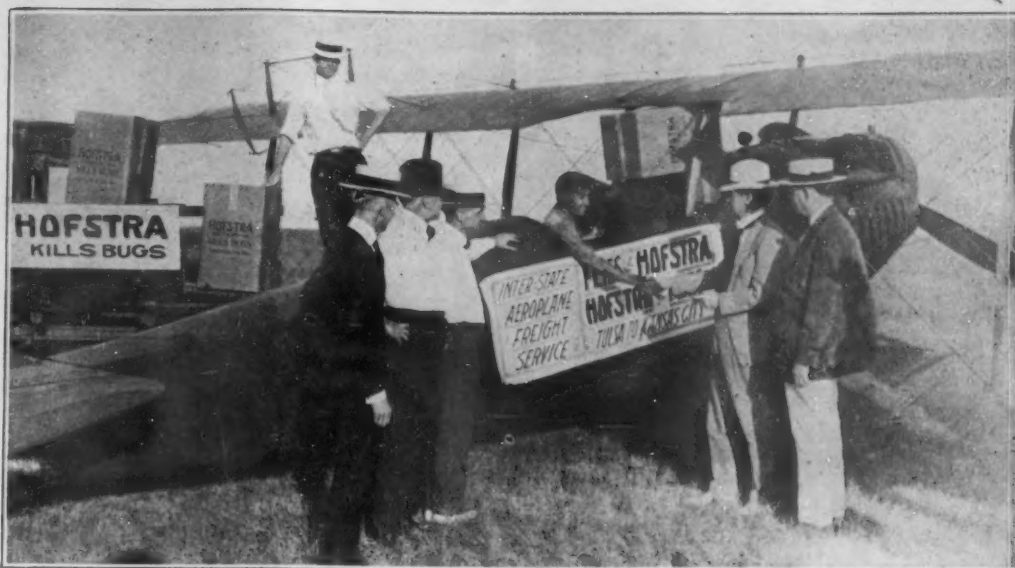
a club member will receive a credit of *six points* for each committee meeting thus attended.

(B) For absence from committee meetings, a charge of *six points* will be entered.

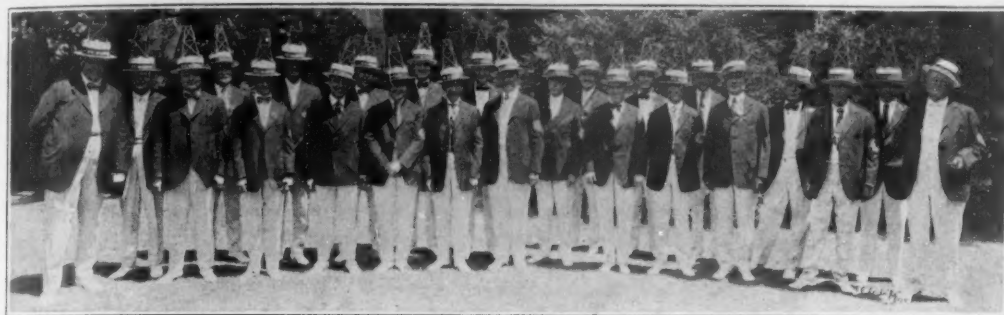
Provided, that any committeeman who, during such absence, attends the meeting of any other Rotary club, consults with the committee chairman, or other official in charge of work similar to that being done by his committee, and reports either verbally or in writing the result of his conference to his own committee chairman on his return, shall be credited with *six points*, as tho present at the meeting of his own committee.

Temporary committees, such as the "committee of the day," committees for making special investigations, etc., are included in the above, and the "committee of the day" shall be regarded as meeting when rendering their program, as well as when preparing it.

Meetings of the board of directors shall be construed as "committee meetings" for the purpose of grading them. Whenever any member of the board of directors is called upon to attend



Rotarian J. Burr Gibbons of Tulsa, Okla., starting off a shipment of goods to Kansas City, Mo., by airplane. Rotarian Gibbons is president of the Hofstra Manufacturing Co. The pilot is J. V. C. Gregory of the Curtiss Southwest Airplane Co.



Delegates from Fort Worth (Texas) Rotary to Salt Lake City advertised the oil-boom in their state by wearing miniature derricks on their hats and attracted quite a bit of attention.

a meeting of any committee to assist in its work, as elsewhere provided for in the club's "Program of Work," said director will be treated as a member of said committee for the particular meeting, or meetings, he is requested to attend.

Consultations by telephone will not be construed as meetings.

The chairman of every committee will report to the club secretary the attendance record of all committee meetings. Failure to do so will subject the chairman to a charge of *twelve points*. Printed or mimeographed forms will be supplied to committee chairmen for rendering these reports. These can be mailed or handed to the club secretary, either immediately after the committee meeting or at the following Tuesday luncheon.

IV. At all club meetings each member of the board of directors shall keep a record of those club members who are on the program for the day, crediting each participant with what said director regards as a requisite number of points for excellence, and these shall be reported at the next following regular meeting of the board of directors, and the average (obtained by adding together the number of points credited to said participant and dividing this sum by the number of directors reporting) shall be entered as a credit on the record of said participant.

V. (A) Response by a club member to any official communication sent him by the club secretary requiring response, when said response is made within five days from receipt of said communication, shall entitle said member to a credit of *two points*.



A bunch of Chicago Rotarians in swimming on the annual outing of the Chicago club to Paw Paw Lake, Michigan. The rest of them were playing golf and tennis except a few who indulged in the arduous and scientific game of playing marbles.

(B) Failure to respond to any such communication within five days, charge *two points*.

(C) Failure to respond within ten days, charge *ten points*. (Unless absent on leave.)

Bills for club dues are included in the above.

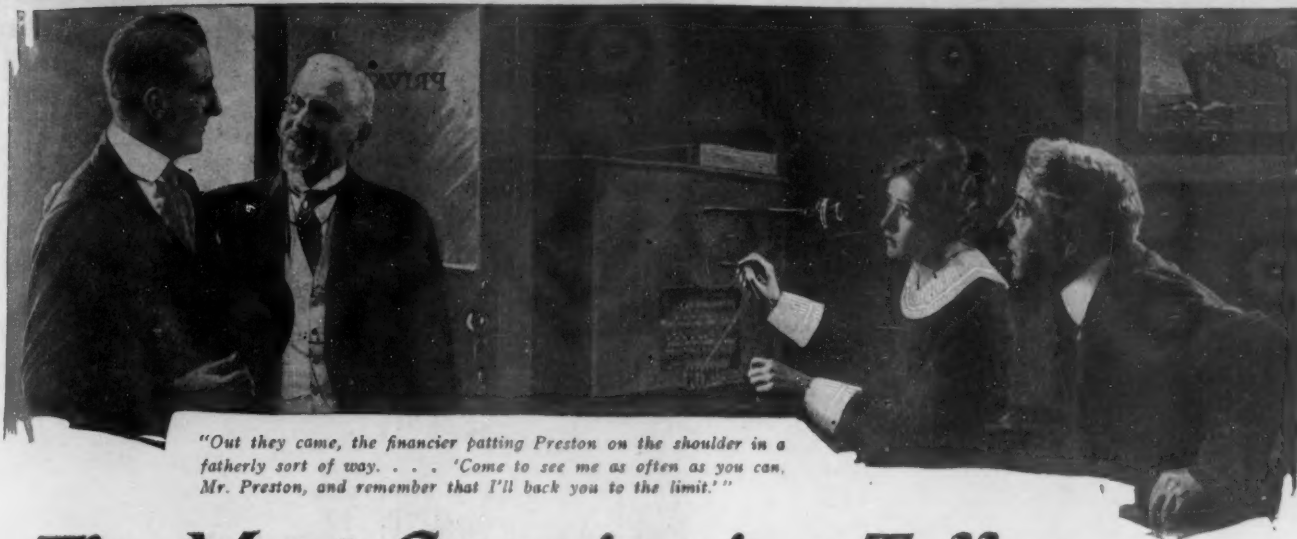
VI. The club secretary shall mail to each member a report every four weeks showing all credits and charges for said four weeks, and giving the items for which each credit or charge is made. This report will contain a foot-note inviting the recipient to call attention to any errors in his record. All clerical errors will be corrected

by the secretary. Errors claimed by virtue of disputed interpretation of the rules governing the "Merit System," etc., will be referred to the board of directors. Statements made by any member in good faith will be accepted as a fact without controversy.

VII. All committees shall make report of their work to the board of directors at the end of the Rotary year, or when the work is completed. These reports should preferably be in writing. Each committee so reporting will be credited, by the board of directors, with an equitable number of points for excellence of its

work. These points will then be distributed among the individual members of the committee (including the chairman) in proportion to his standing for the year as shown by the record of points made under the rules enumerated above.

VIII. In computing points under paragraph III-A, each member will receive as his total yearly credit the number obtained by dividing the sum total of the points to his credit (after deducting charges entered as per paragraph III-B) by the total number of points which he would have obtained had he been present at all meetings



"Out they came, the financier patting Preston on the shoulder in a fatherly sort of way. . . . 'Come to see me as often as you can, Mr. Preston, and remember that I'll back you to the limit.'"

The Most Convincing Talker I Ever Met

Everywhere this man goes, people shower him with favors and seek his friendship. Things which other people ask for and are refused, he gets instantly. How he does it is told in this amazing story.

LET me ask you this: There is a big business deal to be put through. It involves millions of dollars. Putting it through depends wholly on one thing—getting the backing of a great financier.

But this man is bitterly opposed to your idea and to your associates. Seven of the most able men and women in all America have tried to win over this financier. They failed dismally and completely.

Now, could you, a total stranger to this man, walk in on him unannounced, talk for less than an hour, and then have him take your arm as a token of friendship, and give you a signed letter agreeing to back you to the limit?

Could you?

A STOUNDING? Yes! But it WAS done. And I'll tell you how. Here is the way it all came about. For a long time the directors of our company had felt the handicap of limited capital. We had business in sight running into a million dollars a month. But we couldn't finance this volume of sales. We simply had to get big backing, and that was all there was to it.

Because of trade affiliations, one man—a great financier in New York—controlled the situation. Win him over and the rest was easy. But how to win him?—that was the question. No less than five men and two women—all people of influence and reputation—had tried. They were all repulsed—turned down cold and flat.

You know how a thing of this sort grows on you and how bitter utter defeat is. Well, we were talking it over at a board meeting when one of the directors announced that he knew of only one man who could possibly put through the deal—a man by the name of Preston.

So it was agreed that Preston was to be sounded out at luncheon the following day. He proved to be a fine type of American. At 34 years of age he had become president and majority stockholder of a thriving manufacturing business rated at three-quarters of a million dollars.

Preston was deeply interested as anyone would be over the prospect of closing such a big deal. The director in question said casually, "Why don't you run down to New York and take a shot at it, Preston?" Preston looked out of the window for a moment, and then quietly answered, "You're on."

Then I noticed something. Preston had dominated them all. Everyone was eagerly hanging on his words, and looking at him with open admiration. No sooner would he stop talking than one of the men would start him up again. And as the men dropped off at stations along the way they gave Preston their cards, with pressing invitations to look them up. No doubt about it, Preston was THE man aboard that car.

The colored porter, too, came under his sway. For that night, when the berths were being made up, the porter came unasked to Preston, told him that his berth was right over the car trucks, and insisted upon changing it to a more comfortable one.

And so it went all the way to New York. Everyone who met Preston took a great liking to him the instant he spoke. They seemed to be eager for his companionship—wanted to be with him every minute, openly admired him, and loaded him with favors.

Even the usual haughty room clerk at the hotel showed a great interest in Preston's welfare. He showered us with attention while a long line of people waited to register.

The next morning we called on the great financier—the man who was so bitterly against us and had flatly turned down seven of our shrewd influential representatives.

I waited in the reception room—nervous, restless, with pins and needles running up and down my spine. Surely Preston would meet the same humiliating fate?

But no! In less than an hour out they came, arm in arm, the financier patting Preston on the shoulder in a fatherly sort of way. And then I heard the surprising words, "Come to see me as often as you can, Mr. Preston, and remember that I'll back you to the limit!"

AT the hotel that night sleep wouldn't come. I couldn't get the amazing Preston out of my thoughts. What an irresistible power over men's minds he had. Didn't even have to ask for what he wanted! People actually competed for his attention, anticipated his wishes and eagerly met them. What a man! What power! . . . Then the tremendous possibilities of it all—think what could be done with such power!

What was the secret? For secret there must be. So the first thing next morning I hurried to Preston's room, told him my thoughts, and asked him the secret of his power.

Preston laughed good-naturedly. "Nothing to it—I—well—that—is—" he stalled. "I don't like to talk about myself, but I've simply mastered the knack of talking convincingly, that's all."

"But how did you get the knack?" I persisted.

Preston smiled, and said, "Well, there's an organization in New York that tells you exactly how to do it. It's amazing! There's really nothing to study. It's mostly a knack which they tell you. You can learn this knack in a few hours. And in less than a week it will produce definite results in your daily work."

"Write to this organization—The Independent Corporation—and get their method. They send it on free trial. I'll wager that in a few weeks from now you'll have a power over men which you never thought possible, but write and see for yourself." And that was all I could get out of the amazing Preston.

WHEN I returned home I sent for the method Preston told me about. It opened my eyes and astounded me. Just how he had won over the financier was now as clear as day to me. I began to apply the method to my daily work, and soon I was able to wield the same remarkable power over men and women that Preston had. I don't like to talk about my personal achievements any more than Preston does, but I'll say this:

When you have acquired the knack of talking convincingly, it's easy to get people to do anything you want them to do. That's how Preston impressed those people

on the train—how he got special attention from the hotel clerk—how he won over the financier—simply by talking convincingly.

This knack of talking convincingly will do wonders for any man or woman. Most people are afraid to express their thoughts; they know the humiliation of talking to people and of being ignored with a casual nod or a "yes" or "no." But when you can talk convincingly, it's different. When you talk people listen and listen eagerly. You can get people to do almost anything you want them to do. And the beauty of it all is that they think they are doing it of their own free will.

In committee meetings, or in a crowd of any sort you can rivet the attention of all when you talk. You can force them to accept your ideas. It helps wonderfully in writing business letters—enables you to write sales letters that amaze everyone by the big orders they pull in.

Then again it helps in social life. Interesting and convincing talk is the basis of social success. At social affairs you'll always find that the convincing talker is the center of attraction, and that people go out of their way to "make up" to him.

Talk convincingly and no man—no matter who he is—will ever treat you with cold, unresponsive indifference. Instead, you'll instantly get under his skin, make his heart glow and set fire to his enthusiasms. Talk convincingly and any man—even a stranger—will treat you like an old pal and will literally take the shirt off his back to please you.

You can get anything you want if you know how to talk convincingly. You've noticed that in business ability alone won't get you much. Many a man of real ability, who cannot express himself well, is often outdistanced by a man of mediocre ability who knows how to talk convincingly. There's no getting away from it, to get ahead—merely to hold your own—to get what your ability entitles you to, you've got to know how to talk convincingly!

THE method Preston told me about is Dr. Law's "Mastery of Speech," published by the Independent Corporation. Such confidence have the publishers in the ability of Dr. Law's method to make you a convincing talker that they will gladly send it to you wholly on approval.

You needn't send any money—not a cent. Merely mail the coupon, or write a letter, and the complete Course "Mastery of Speech," will be sent you by return mail, all charges prepaid. If you are not entirely satisfied with it, send it back any time within five days after you receive it and you will owe nothing.

But if it pleases you, as it has pleased thousands of others, then send only five dollars in full payment. You take no risk. You have everything to gain and nothing to lose. So mail the coupon now before this remarkable offer is withdrawn.

Independent Corporation

Publishers of the Independent Weekly

Dept. L3210 119 W. 40th St., New York

Please send me Dr. Frederick Houk Law's "Mastery of Speech," a Course in Business Talking and Public Speaking in eight lessons. I will either remit the Course to you within five days after its receipt, or send you \$5 in full payment of the Course.

Name

Address Rotarian-10-19

I WENT along with Preston simply as a matter of form to represent our interests. Aboard the 10:25 train out of Chicago we headed for the smoker and got to talking with the crowd there.

Style and Stability Take an Ax

That's the only way you can get a

Charlotte Diners

apart. They're locked at the joints and we've dropped the key down the well. The table manners of a Charlotte dining chair are absolutely above reproach. There's never a squeak or a wobble out of them, and this good behavior will last as long as the wood of which they are made—oh, say a century or two.

Here are the specifications that govern the making of every Charlotte Diner: Solid walnut, mahogany or quartered oak—absolutely no veneers. Slip seats of genuine leather, fine tapestry or hair cloth, reinforced with strips of steel to make sagging impossible. And a "dome of silence" on every leg. Want our illustrated catalog?

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Janssen Wants to See You!

"The Famous Hofbrau"

Broadway and Thirtieth Street
NEW YORK

Quaintest Place in America

A Wonderful Restaurant

August Janssen, Rotarian

Branch at New Haven, Conn.

Rotary Club News

(Continued from page 196)

age to look religious differences squarely in the face; to recognize the good in all; to see the value of these very differences not in the promotion of discord, but by this very competition of religious thought in the bringing out of the truth.

The Rotary Club of Pittsburgh believes that it is possible for men in their inter-communion as Rotarians to look thru the elements of possible controversy straight to GOD, and to that end has established classifications under this matter for men who are recognized leaders of spiritual thought and who at the same time as Rotarians shall have the courage, breadth and conscience to accept membership as representatives of spiritual faith from their several communities irrespective of religious denomination; shall carry out the precepts of Rotary by agreeing to bring the message of Rotary to others of their profession irrespective of the religious affiliations of those so reached.

Multi-classifications under this master from this viewpoint are purely functions to visualize the spiritual. The matter can be discussed from no other angle.

It is the abstract of the dogmatic theory from which membership in our club is drawn, that in spiritual thought there can be no Rotary conflict; that a man may serve such spiritual faith as to him seems right, but by his belief in GOD, an essential to membership in the Rotary Club of Pittsburgh, combined with his acceptance of the precepts of Rotary, as a Rotarian, he can view the several faiths impartially; as a Rotarian can look upon the Rabbi, the Priest, or the Minister of the Gospel, who shall qualify to the membership tests in our club, with absolute impartiality and equality as representatives of spiritual faith; and can expect from the representatives of the classification of clergymen, men who worthily shall bespeak these tests.

The classifications which follow are based on the assumption that the spiritual activity of our community is sufficiently extensive to warrant such multi-classification, and that conflict from the standpoint of Rotary does not exist among them. They are described as follows:

1. Clergymen. These classifications shall be filled by three ordained clergymen, viz.: A Rabbi, a Catholic Priest, and a Protestant Clergyman in regular practice in the district of Pittsburgh. They shall be men of breadth as shall conform to the preamble to this classification, and for purposes of Rotary shall represent in our club all of their profession similarly located and irrespective of the several religious beliefs and affiliations of the latter. Their published classifications and classification cards each shall carry the classification "Clergymen"; the name of the particular church (edifice) connection; and the name of the man with the prefix Rabbi, Father or Reverend (abbreviated if desired) as the case may be.

KELSEY WRITES TO BRITISH ROTARY

Acknowledgment of the services rendered by the British Rotarians to American soldiers and sailors in the British Isles was made recently by E. R. Kelsey, secretary of the Toledo (Ohio) Rotary Club, in a letter to Geo. T. Pike, the London (England) Rotary Club, and all Rotarians of the British Isles. Ed wrote:

"All of us in the Toledo club feel like reaching out across the water and calling you Bill and Tom and Fred, you are so close to us. We have read much of the way you Rotarians made pals of our

Camel CIGARETTES

CAMELS supply in a lavish way everything you ever hoped to find in cigarettes! Camels are so unique in quality, in flavor, in full-bodied-mildness, in refreshing satisfaction that you should not delay your pleasure an instant! *Try Camels out to the limit*—then compare them with any cigarette in the world at any price!

Quality alone would make Camels distinctive. But, behind quality is Camels expert blend of choice Turkish and choice Domestic tobaccos. *This blend is a revelation to cigarette smokers!* You'll prefer it to either kind of tobacco smoked straight, it is so mellow, so delightful.

Prove conclusively that Camels are made to meet your most exacting demands; that you can smoke them liberally without tiring your taste! And, know yourself that Camels leave no unpleasant cigaretty aftertaste or unpleasant cigaretty odor!

Quality will make you keen for Camels!

Camels are sold everywhere in scientifically sealed packages of 20 cigarettes; or ten packages (200 cigarettes) in a glassine-paper-covered carton. We strongly recommend this carton for the home or office supply or when you travel.

R. J. REYNOLDS TOBACCO CO., Winston-Salem, N. C.

18 cents a package



Hotels Statler

BUFFALO

450 Rooms 450 Baths

CLEVELAND

1000 Rooms 1000 Baths

DETROIT

1000 Rooms 1000 Baths

ST. LOUIS

650 Rooms 650 Baths

Rotary Hotels

Every room has private bath, circulating ice-water and other unusual conveniences. Morning paper delivered free to every bedroom. Club breakfasts.

Hotel Pennsylvania

New York—Statler-operated
The Largest Hotel in the World

2200 Rooms 2200 Baths
Seventh Ave., 32nd to 33rd Sts., opp. Pennsylvania Terminal
Roy Carruthers, Resident Manager

*The tool of
opportunity*

Waterman's Ideal Fountain Pen

Its unfailing readiness to write instantly anywhere, without need for desk or ink-well, multiplies daily the opportunities of accomplishment.

Three Types
Self-Filling, Regular and Safety
\$2.50 and up

Sold by best dealers

L. E. Waterman Company
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Ginger Ale

The
Champagne
of Ireland

Over fifteen centuries ago St. Patrick's Well in Dublin was famous throughout Ireland.

Today the waters of this historic well are drunk the world over in "C & C" Ginger Ale.

"C & C" has the life, the sparkle, the delicious crispness of champagne, without the fire. See that you have "C & C" at the Club weekly luncheon and the monthly dinner and order in a dozen of "C & C" for your home.

Made by CANTRELL & COCHRANE, Ltd.

(Established 1852)

DUBLIN & BELFAST

Agents for U.S.A., Messrs. Edward & John Burke, Ltd., 616-620 West 46th St. NEW YORK, who will give full information to Rotarians as to nearest point from which to obtain supplies



Washington, D. C.

The New Willard

Headquarters: Washington Rotary Club.
FRANK S. HIGHT, President, Rotarian
Visiting Rotarians Welcome

Little Rock, Ark.

Hotel Marion

Rates \$1.50 and up. Absolutely Fireproof
Rotary Club Headquarters. Luncheon Thursdays, 12:30.
Visiting Rotarians Welcome.
O. W. EVERETT, Manager

WEAR THE ROTARY EMBLEM ENJOY THE DISTINCTION OF BEING A ROTARIAN



No. 71 10K \$2.50 Each
14K \$3.00 Each



No. 72 10K \$2.25 Each
14K \$2.75 Each



Midget
No. 73 10K \$1.50 Each

ACTUAL SIZES. ENAMELED ROTARY PURPLE BLUE.

Made by THE MILLER JEWELRY COMPANY, Greenwood Building, Cincinnati, Ohio
CLIFF. MILLER, Pres., Rotarian

Obtain from your Rotary Jeweler or write us direct.

Yankee soldier boys, how you took them into your homes, provided entertainment and cheered them in a way that made them feel welcome and at home.

But yesterday at the luncheon, Cornelius Thompson of our city, who was in the Eagle Hunt during the war, told us personally of what you men did for our boys. He brought it home in such a personal way that we felt as if we knew you as only friends can know each other. You could not have done more for your own boys.

"A new spoke is in the Rotary Wheel, a spoke of International Friendship, of complete understanding that can only be with real lasting friendship. You have cemented the bonds that bind you to us and we to you.

"We know you did it with no thought of thanks, but in behalf of the Toledo boys you fathered, as well as the thousands of other Yankee homesick boys, we thank you. You make us prouder than ever of Rotary and proud are we to feel that over there across the water there is such a bunch of big hearted, generous fellows.

"If there is anything that we in our club can ever do for you, just say the word and see how we will go to it. Here's your good health, you boys of English Rotary. Long life to you."

SERVICE TO COMMUNITY RECOGNIZED

Rotarians of Habana, Cuba, gave substantial recognition to the community service rendered by eight workers in the city electric plant who refused to join a plot hatch by Bolsheviks to stop all work and leave the city in darkness. At a meeting of the Rotary club, President Alzugaray commended the conduct of these men, and as a result of his report of their activity, nine men of the club constituted themselves a committee to get subscriptions for a general fund to be given in appreciation of their services. The Rotarian who collected the fund were: R. E. Nelson, Eduardo Gonzalez, Juan Castañeira, Carlos Guin, Evaristo Guer, Juan Parela, Juan Vasquez, Leandro Lima, Manuel Soto. Rotarian Alzugaray started this subscription list with \$100.

FIGHTING HIGH MILK PRICES

At a recent conference of the presidents and secretaries of Rotary District No. 4, held at Syracuse, N. Y., the secretary of the Rochester club and its former president, William H. Campbell, outlined a plan of work being carried on in Rochester, to help solve the milk problem.

Rochester has been paying 16 to 18 cents a quart for milk. Newspaper and other agitation did not tend to reduce the price. So the Rotary club set out to find a reason. The city administration did not seem to desire to get into a controversy over it; neither did the Chamber of Commerce.

A Committee on Milk was formed of three Rotarians, and an investigation in one of the poorer districts was begun. It was found that less than 10 per cent of the families in that particular district were buying milk. Children were underfed and under-nourished in consequence.

So Rotary raised a fund of \$3,000 among its members. A store was leased in the heart of the district referred to. It was painted white inside and out. Refrigerators were installed, and arrangements were made for a daily supply of milk from the biggest local dairy, which agreed to furnish it at its cost to them (about nine cents a quart).

Co-operation of the Department of Vital Economics of the University of Rochester was

(Continued on page 204)



Champion Dependable Spark Plugs

Make sure this world trade-mark is on the box.

Make sure the name "Champion" is on the insulator.

**Avoid Substitutes—
Get the Spark Plugs
these manufacturers
put in your engine
when they build it.**



Stutz
Templar
Tulsa
Velie
White
Willys-Knight
Winton

COMMERCIAL CARS

Acason
All-American
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Apex
Atterbury
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Bessemer
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Bourne-Magnetic
Buckeye
Clyde
Collier
Columbia
Commerce
Concord
Corbit
Dart
Day-Elder
Defiance
Dearborn
Denby

Dependable
Duplex
Fageol
Famous
Forschler
Fulton
Garford
Gary
Gersix
Hahn
Independent
International
Harvester
Indiana
Jumbo
Kelley-Springfield
Kimball
Larrabee-Deyo
Louverne
Marwin
Master
Meteor
Monitor
Napoleon

Nelson & LeMoon
Noble
O. K.
Oneida
Oshkosh
Parker
Rainier
Republic
Riddle
S & S
Schacht
Seagrave
Selden
Service
Signal
Standard
Superior
Schwartz
Tiffin
Traffic
Transport
Triangle
United States
Universal
Walker-Johnson
Western
White
Wichita
Wilson
Winther
Wolverine

TRACTORS

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All-Work
Avery
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Austin
Autohorse
Bailor
Bates Steel Mule
Beeman Garden
Buckeye Traction
Ditcher
Chase
Cleveland
Dill
Dunning & Erich
Eagle
Emerson-Brantingham
Farm Horse
Flour City
Fordson

Frick
Gray
Hession
Illinois
Keck-Gonnerman
Lapeer
Lauson
Linn
Midwest
Minneapolis
Moline-Universal
Monarch
National
Parrett
Pawling & Harnischfeger
Peoria
Pioneer
Plowman
R & P
Star
Square Turn
Tracklayer
Topp Stewart
Turner Simplicity
Twin City
Velie
Wallis Cub
Waterloo Boy
Wisconsin

ENGINES

Aerothrust
Arrow
Automatic
Baker
Beaver
Brennen
C. H. & E.
Caille
Challenge
Climax
Cushman
Domestic
Doman
Elco
Elgin Gas
Erd
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Fairbanks-Morse
Falls
Fate
Pay & Bowen
Fuller & Johnson

Gade
Golden, Belknap
Swartz
Hawley
Hinkley
Holland
Ideal
Kermath
Kewanee
Koban
Lathrop
LeRoi
Loane-Trask
Macheck
Massey-Harris
Matthews
Miller
Municipal
Murray & Tregurtha
Muskegon
New Way
Northwestern
Novo
Owen

Peninsular
Red Wing
Reliance
Root & Vander-voort
Sanderson
Schramm
Scheffield
Sterling
Termaat & Monohan
Unilectric
Universal
Van Blerck
Waterloo
Waukesha
Western
Witte
Wolverine

MOTORCYCLES
Cyclemotor
Excelsior
Harley-Davidson
Henderson
Schickel
Thor

Champion Spark Plug Co., Toledo, Ohio, U. S. A.

Champion Spark Plug Company, of Canada, Ltd., Windsor, Ont.

PASSENGER CARS

Allen
American
Auburn
Beggs
Bell
Briscoe
Climber
Columbia
Crow-Elkhart
Cunningham
Dixie Flyer
Dorris
Douglas
Elcar
Elgin
Ford
Glide
Grant
Hanson
Harroun
Hollier

Jackson
Jones
Jordan
King
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McFarlan
Maibohm
Maxwell
Mercer
Metz
Monroe
Moon
Moore
Norwalk
Olympian
Overland
Pan
Phoenix
Regal
Roamer
Stephens
Sayers
Studebaker



Cincinnati

The Central Manufacturing City of the United States

We've learned a lot from Rotary

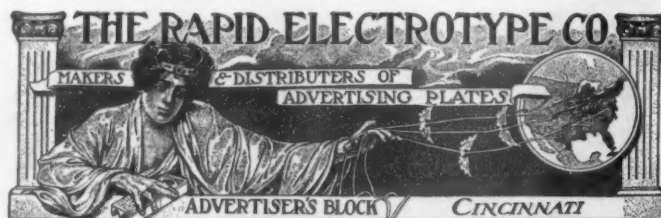
Including the generous sharing of

Rotary Hospitality! Rotary Cooperation!

and unwavering consideration for all Rotarians.

HOTEL SINTON

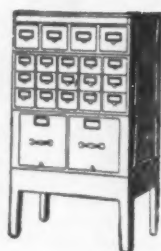
Home of the Cincinnati Rotary Club
Management, Rotarian John L. Horgan



W. H. Kaufmann, President and Treasurer, Rotarian

Globe-Wernicke

Sectional Filing Cabinets Wood and Steel.



Fitted with interchangeable filing devices of every description; letter files, card index files, roller shelves, drawers, clothes cupboards. The standardized equipment for holding letters, cards, clippings, catalogs and business papers. All sizes and finishes. Send for catalog.

Sectional Bookcases

A savings bank for your books. It protects them, you can draw on them at sight and it gives added interest to your collection. Start your Globe-Wernicke now and provide a depository for the whole family. Get our beautiful Art Catalog, free.



Branches and Agencies in 2000 cities.

The Globe-Wernicke Co.
CINCINNATI

Spinning Like a Gyroscope

is the only simile that fits the progress
for six months of

The Cincinnati Enquirer

From January 1 to July 1, 1919,
The Enquirer

gains 1,306,802 lines of advertising

over the same period in 1918, or

An increase of 38½%

Other Cincinnati newspapers gained :

First Evening Paper 25.7%
Second Evening Paper 25.6%
Second Morning Paper 12.7%

VERBUM SAP!



The Howard System mile post sign service costs
but a few cents per day. Write for rates.

Address **KENNETH HAUER, Rotarian,**
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Hall's Safe Company

Sole Manufacturers of

Hall's Patent Safes

(Sept. 28, 1897—April 3, 1906—July 19, 1910)



GENERAL OFFICE and FACTORY

3253 to 3269 Spring Grove Ave.

P. O. Box 846

CINCINNATI - - - OHIO

Cincinnati

The Home of Three Thousand Factories

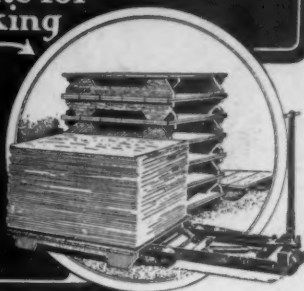


CUT HANDLING COST

one man will do the work of five if you give him a Stuebing Lift-Truck and platforms - Write for our book System in Trucking

THE STUEBING TRUCK CO.
CINCINNATI, O.

ROTARIAN W. C. STUEBING



THE
BLAINE-
THOMPSON
COMPANY

Advertising

COUNSEL AND SERVICE
FOR EVERY KNOWN FORM
OF SUCCESSFUL PUBLICITY

Cincinnati

FOURTH NATIONAL
BANK BUILDING

Myer Lesser, Pres. & Treas.

R. L. Prather, 1st Vice-Pres.

Joseph Schmidt, 2nd Vice-Pres. (Rotarian)

A. L. Pope, Secy.

MANUFACTURE in Cincinnati

Cincinnati being one of the leading manufacturing and commercial centers of the nation, offers your industry splendid advantages.

It has the seldom equalled combination of Dependable Power, nearness to unlimited, easily available raw materials and tremendous markets, and exceptional shipping and transportation facilities.

Using Dependable Power, the Cincinnati manufacturer can realize upon the other advantages with a resulting increased output and widened distribution.

Our new, ten-million-dollar power plant is the most modern in America. Here, Dependable Electric Power is made in such tremendous quantities that we can sell it to the manufacturer cheaper than he can make it himself or buy it from central stations in most other cities.

Write our Commercial Department for detailed information regarding the possibilities Cincinnati has in store for your industry. We will gladly supply you with data bearing directly upon your particular interests. We will also assist you in solving your power problems.

The Union Gas &
Electric Company

Cincinnati



Shur-on
EYEGASSES AND SPECTACLES

Shur-on spectacles made with rocking pads are especially adapted for children. Comfortable on nose and ears. Frames are lighter, look better, and prevent lenses from breaking or chipping. In consulting your oculist, optometrist or optician specify "S" style Shelltex Shur-on.



Look for Shur-on in the bridge

Quality Beyond Question
E. Kirstein Sons Co.
Est. 1864 ROCHESTER, N. Y.
Get your glasses where you can get Shur-ons.

5,000,000
Parker Fountain Pens
have been sold



New Parker Patent
Clip held in place
like a washer, 25c

PARKER
SAFETY-SEALED
FOUNTAIN PENS

20,000 dealers sell
Parker Fountain Pens

PARKER PEN COMPANY
JANESVILLE, WIS.
New York Retail and Service Store,
Singer Building.

AUTO-DESK COMPANION

TRY ONE

30 DAYS FREE at our Risk

The Cabinet for Executives, Department Heads, and Professional men.

A quick and easy file that should be in every office, if not at every desk, for the handling of daily routine or private filing matter and card records.

LETTER AND CAP SIZES

Quartered Oak and Mahogany

High grade throughout

Twenty-five per cent lower cost than any sectional cabinet of equal grade and capacity.

Such concerns as Burroughs, Cadillac, Westinghouse, U. S. Cartridge and hundreds of others have tried them out and ordered more.

Get acquainted with a DESK COMPANION and other Automatic Filing Appliances in Upright or Sectional Cabinets, Flat Top Desks, fitted with easy-running AUTOMATIC WOOD-STEEL FILE DRAWERS will be next in line.

GUARANTEED SUPERIOR or no sale at our expense.

Catalog showing complete line with factory to user proposition on request.

THE AUTOMATIC FILE AND INDEX CO.

142-148 North Pearl Street
Green Bay, Wis.

Civilians Buy Army Raincoats

from Govt. Contractors far below actual value because the Army no longer has need of them.

The one type of raincoat accepted by the Government as sanitary as well as waterproof. NO WET CAN GET THROUGH—hermetically cemented, interfitting fly front (triple protection); adjustable fastenings around wrists; storm collar with storm tab; pockets with extra slit to reach inner garments without opening raincoat. NO MOISTURE CAN FORM INSIDE COAT—ventilation holes in back concealed by extra yoke, giving cape effect. As illustrated. \$7.50 postpaid, insured.

Outside U. S., \$8.00

Officer's Double-Breasted Models

with inverted pleat down back and all-around belt with buckle; convertible collar; patch pockets with flap; wrist fastenings with buckles; ivory buttons.

Disposal price (Postpaid, insured) **\$12.00**

When ordering, inclose price and state chest measurement. If not entirely satisfactory, money refunded without question.

THE PEERLESS CO., (Gov't Contractors)

80 Branford Place, Newark, N. J. Dept. 1060.

TROTTER DETECTIVE BUREAU

(Licensed and Bonded)

CHAS. F. TROTTER, Principal

CIVIL-CRIMINAL-INDUSTRIAL INVESTIGATIONS

827 Andrus Building :: Minneapolis, Minn.

Chas. F. Trotter, Rotarian

Rotary Club News

(Continued from page 200)

sought, and freely given. A trained nurse was installed in the station, to counsel poor families who sought the milk, to visit homes of children and suggest proper forms of nourishment. This was in March.

In July the Rotary Milk Station distributed nearly 7,000 quarts of milk at nine cents a quart.

The City Government has awakened to the situation and has appropriated a big fund for a thoro investigation of the milk problem. Naturally, the big factor in the survey is the work Rotary has accomplished, and its Milk Committee, its nurse in charge, and the Professor of Vital Economics of the university have brought some startling facts before the investigators.

BOURNEMOUTH ACTIVITIES

A very chatty and interesting letter has been received from Rotarian C. J. Whitting, recently appointed correspondent for the Rotary Club of Bournemouth, England. The club now has about ninety members; holds three luncheon meetings a month at which members provide the talks, and one dinner meeting when some prominent guests address the club. Recently a service committee was formed to take up matters of civic interest. The housing problem is demanding a lot of attention from Bournemouth as well as from all other British clubs. Rotarian Whitting asks that any Rotarians visiting England and going to Bournemouth be sure to ring up "Rotary Bournemouth 813" and greet them, or, better still, stay and be a guest of the club.

FORT WORTH PUBLICITY METHODS

The Fort Worth (Texas) Rotary Club, returning from the Salt Lake Convention, has taken a distinct step forward in its relationship to the community at large, civic affairs and general welfare work. From hundreds of sources the Rotarians have been told that their advertising features, worked out in advance by their own publicity committee and put on by the attending delegates with enthusiasm, was one of the best stunts of its kind and one that should be thoroly appreciated by the city in which the club has its home. The Chamber of Commerce voiced its appreciation in a very practical way when, very shortly after the delegates returned, the general city building campaign was launched. This was to be taken up by all of the civic and business organizations and the Rotary Club was asked to take its choice of the features of the general up-building campaign.

The club, therefore, finds itself standing behind the proposition of general sanitary conditions, union market plan, and general movement for "doing something for the boys." The individuals called on to serve on the different committees have responded with a degree of enthusiasm that was very much appreciated, and the club is now occupying a place in the community, from a standpoint of city building, simply on the merits of the quality of the membership.

Fort Worth's idea of filling this position is based on the fact that this year's publicity committee announced to the newspapers that there would be no newspaper space asked for "press-agent stuff." Each paper sends a reporter to the weekly dinners with the idea of getting news, and their instructions are "No news, no story." There is a corresponding effort, therefore, on the part

Grand Rapids

The City of Industry



Pantlind Hotel

550 Rooms European Plan
A Perfectly Appointed Modern Hotel
Delightful Atmosphere — Maximum
of Comfort at Minimum Cost

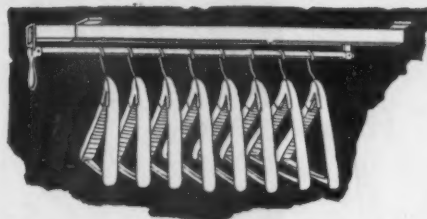
Pantlind Hotel Company
Operators
Grand Rapids, Michigan
Fred Z. Pantlind, Rotarian

I wonder if
there are any
Printers that read
THE ROTARIAN
who would buy Print-
er's Supplies from

ADZIT?
PRINTERS SUPPLY CO.
GRAND RAPIDS, MICHIGAN

Associates
Adzit Electrotpe Co., Detroit
Grand Rapids Electrotpe Co.

Henry L. Adzit
Rotarian



FOR HOMES, CLUBS, LODGES NU WAY GARMENT CARRIER

Space Saving—Sanitary—Practical

These exceedingly popular garment carriers provide the most sanitary and practical method of keeping wearing apparel. They keep garments in perfect shape and save greatly in closet space. With them your closets can be kept more orderly and neat. With a single pull of the telescope slide the whole line of garments are brought out into the light of the room for selection or airing.

Nuway Garment Carriers are easily installed. Nothing needed but a screw-driver and a few screws. We furnish the screws.

Made in various sizes to fit all requirements. When ordering mention size of closet.

KNAPE & VOGT MFG. COMPANY
Grand Rapids, Michigan
E. J. Vogt, Rotarian

STEEL CUPBOARDS



Adaptable in all offices for Records, Stationery, Office Supplies, Tools, etc. Has adjustable shelves with or without Vertical Dividers. Service and Superior Quality, at reasonable prices. Also a complete line of Steel Lockers, Wardrobes and Shelving. Write for catalog

A. C. Terrell
Rotarian

TERRELL'S
EQUIPMENT
COMPANY
GRAND RAPID
MICHIGAN



"NEW WAY" Store Equipment

Saves room, enhances the beauty of the store and allows you to serve more customers in the same space.

That also means fewer sales-
people and less "overhead."

Look into New Way.

Display Cases—Wrapping Stations
Garment Wardrobes—Cashiers' Desks
Wall Cases and Shelves

Write for Catalogue

Grand Rapids Show Case Company
Grand Rapids, Michigan

Branch Factory:
LUTKE MFG. CO., Portland, Ore.

Branch Offices and Salesrooms:
NEW YORK CHICAGO
1465 Broadway at 42nd St. 215 S. Market St.
PITTSBURGH ATLANTA
996 Union Arcade Bldg. 431 Candler Bldg.
KANSAS CITY, (Mo.) DALLAS
607-08 Ridge Bldg. 401 Insuranc. Bldg.

Licensed Canadian Mfrs.:
JCNES BROS. & CO., Ltd., Toronto, Canada



TRADE MARK REG. U. S. PAT. OFFICE AND CANADA

BUFFALO BRAND Salted Peanuts— the Nut Supreme—

are from Virginia's selected Jumbo Stock—Blanched—and put up by Special Process which gives them delicious flavor and prevents their spoiling.

Buffalo Brand Salted Peanuts

are handled from coast to coast to great advantage by WHOLE-SALE Confectioners, Grocers, Druggists and Cigar Dealers. If interested ask for samples and detailed information for the Jobbing trade.

Address F. W. KING (Rotarian),
308 St. James Building
JACKSONVILLE, FLA., U. S. A.

Molle Typewriter



Neither Toy or Experiment

**APPROVED AND USED BY U. S.
WAR DEPARTMENT**

Standard machine weighing 11¾ lbs., unbreakable one-piece aluminum frame, universal keyboard, 90 characters.

Possesses every essential feature of larger, heavier, more costly typewriters. Three unit machine: base, carriage and action. Many troublesome parts eliminated.

The machine for both office and home. Does the work of any typewriter, regardless of cost.

OFFICE AND FACTORY
Oshkosh Wisconsin, U. S. A.



PATENTS
REGISTERED U. S. PATENT ATTORNEY SINCE 1905
PHONE 589
CHARLES W. LOVETT
615 SECURITY BLDG. LYNN, MASS.



SNAP SHOT photograph of our famous American Coaster Slide in action. Will take care of one hundred and twenty-five children per minute and is a whole playground in itself. It is manufactured by the only Rotarian in the world who manufactures Playground apparatus. Write for large illustrated catalogue of every kind of apparatus.

**American Playground
Device Company**
W. W. Huffman, Sec. & General Mgr.
Anderson Indiana

Visiting Europe?

For Rotarians and their families and friends—only one best way—"Rotary Way." Particulars now to secure this most important but limited "Service" for 1920 and onward from
LUIGI NOVELLI, Rotarian,
346 Kennington Road, London S. E. (England)

of the club members to "entertain" the visiting newspaper representatives, which has resulted in a better line of publicity than the club has ever been able to acquire heretofore.

The business men of Fort Worth who qualify under the Rotary classifications are proud of the fact that they are a factor in every civic movement that is launched and, never having failed in anything from the "Big Brother" idea of a few years ago up to their four-minute-men service and numerous other war-work activities, they have entered into the new field with a degree of enthusiasm that speaks well for the Rotary spirit in the abstract.

BOYS AND GIRLS GIVEN OUTING

Two hundred members of the Boys' and Girls' farm clubs of their county were given a day's outing by the members of the Rotary club of Rogers, Arkansas, the outing including lunch, automobile rides and a moving picture show.

ROTARY PRIZES FOR APPLES

To stimulate greater interest in the apple industry in Arkansas the Rotary club of Rogers has put up \$300 in prizes to be competed for at the apple show, held by the State Horticultural Society at the University of Arkansas at Little Rock. The club has also donated \$400 for the publication of a booklet telling automobile tourists about Benton County and Arkansas.

\$2,000 CAMP FOR BOYS

A two weeks' camp outing was arranged for fifty needy boys of Windsor, Ontario, by the Rotary club of that city. Without this activity upon the part of the Rotarians the boys would have been deprived of any summer outing. The cost of the work was approximately \$2,000, and most of it was supplied by the Rotarians. The camp was of army tents purchased for the purpose, and was in charge of a trained scout master and run on Boy Scout regulations. Most of the Rotarians were in evidence at the camp, frequently taking part in the boys' play and their other activities. The Rotary club is planning to take care of at least 100 boys next year.

BACKS HOME CAMPAIGN

The "Own your own home" campaign is being pushed by the Rotary club of Wilkes-Barre, Pa., which has furnished the necessary impetus for the starting of building and loan associations to take care of the housing problem of Wyoming Valley.

SWIM AND WATERMELON PICNIC

The boys of the city who don't have as much as they might were guests of Johnson City (Tennessee) Rotarians at a picnic. The invitation was extended thru the press and the Associated Charities and about 150 boys were entertained. They were taken to the Watauga River about five miles from town, and there they all had a good swim. This was followed by the feast, and each boy had all the watermelon he could possibly consume.

LEXINGTON DOES CIVIC WORK

Lexington, Kentucky, is going to be a better city if Rotarians have anything to say about it. Some time ago they started a movement for the betterment of the school system, and at the fall election a vote will be taken on a \$350,000 bond

issue. Now the club is going after the improvement of the street railway transportation, the relief of congestion in the business district, a park system for the city, and a city hall and market. The program is outlined in a resolution adopted by the club empowering the president to appoint certain committees, not necessarily all Rotarians, to investigate the matters thoroughly and bring them before the public in the most satisfactory way.

INTER-CITY MEETING AT ELMIRA

One of the best inter-city meetings, judging by reports received at Headquarters, was that at which Rotarians of Elmira, New York, were hosts to clubs from Binghamton, Ithaca, Auburn, Canandaigua, Waverly, Troy, Hornell, Cortland, Syracuse and Utica in New York, and Sayre and Williamsport in Pennsylvania. There were over 600, including the hosts. Secretary Bill Snyder of Elmira, who was responsible for the idea, was master of ceremonies. District Governor Lidbury of Niagara Falls was a guest.

Binghamton and Ithaca played a ball game, the feature of which was the home run made by the parson member of the Binghamton club, its former president, C. A. Ritchie.

Then each club put on a stunt. These ranged from the celebrated humorous lecture "On Snores" given by Prof. Louis A. Fuertes of Cornell University, to the classic dance given by the 200-pound member of the baby club, Sayre, the dancer being introduced as a member of the "Follies." Following the dinner there was a series of athletic contests and races which lasted until dark.

PERU ENTERTAINS OTHER CLUBS

The Rotary Clubs of Wabash and Huntington, Indiana, were guests recently of the Peru (Ind.) Rotary Club. Golf and athletic contests were enjoyed before the dinner and some of the contests were very amusing. About 120 sat down to dinner. The principal speaker was District Charley Watkins, who arrived at the meeting by airplane. Other speakers were Rotarians Wilson, Sayre and Sapp of Wabash and President Potts of Huntington.

TEXAS INTER-CLUB MEETING

The Rotary Clubs of Fort Worth, Dallas, Waco, and Cleburne take considerable pride in "beating the President to it." Bert Adams' plea to make August a month of inter-club visiting came one week after Waxahachie had carried out the idea. The Waxahachie Rotary Club secured most of the chickens in the immediate vicinity, had them barbecued, and invited the other clubs to a barbecued chicken picnic. In two hours more acquaintances were made, a closer personal and club relationship established, and a general feeling of friendship aroused than could have been secured in any other way in a matter of months. Rotarians of North Texas heartily endorse the visitation idea, with the additional recommendation that, to make it a good one in each case, barbecued chicken is almost a necessity.

BARBECUE FOR GOV. VINSON

Two hundred and sixty Rotarians and invited guests were present at a barbecue luncheon given by the Rotary Club of Amarillo, Texas, in honor of Dr. R. E. Vinson, president of the State University at Austin and governor of Rotary District No. 18 (Texas), at Hermosa, commonly known

as "Devil's Kitchen," on the Harding ranch. Rotarian and Mrs. Harding and Rotary members worked untiringly for several days to make the barbecue a success. The social committee gave proof that they had not been sleeping, for everything from barbecue to ice cream was found in abundance. President Guy W. Faller of the Amarillo club presided. Rotarian Sid Stinnett delivered the address of welcome. Reverend Mills of the Clayton (New Mexico) Rotary Club responded, and then Rotarian Frank Ryburn of Amarillo introduced Dr. Vinson, who made a splendid speech.

INTER-CITY MEETING AT OMAHA

The Rotary Club of Omaha, Nebr., was host to Rotarians from Lincoln, Hastings, Fremont, and Beatrice, in Nebraska, and Sioux City and

Council Bluffs in Iowa, on Rotary Day at the Aksarben Den. The Aksarben is an annual carnival given by Omaha; the name is Nebraska spelled backward. After a Rotary banquet, followed by a watermelon party at the grocery store of Rotarian Ernest Buffet, the Rotarians were taken to the Den to an elaborate entertainment by the Aksarben Crew and a memorable initiation into the Den.

LYNCHBURG-ROANOKE MEETING

A joint meeting of the Rotary Clubs of Lynchburg and Roanoke, Va., was held on the lawn of the National Home of the Elks at Bedford, Va., midway between the two cities. The outing was arranged to consider ways of bettering road conditions between the two cities a task to which the clubs will devote their energies. There were



Every Dollar Goes for Service

The people of this country demand of the Bell System the best possible telephone service. The one endeavor of the company, its only reason for existence, is to give the best possible service.

Every dollar the Bell System receives goes to provide telephone service.

Its entire receipts are expended on operation, upkeep and development. More than half goes directly to labor. The remainder is expended for materials, for the maintenance of plant and equipment, for the interest on money borrowed, for dividends on the investments of tens of thousands of shareholders, and for the payment of taxes assessed by public authorities.

In its last analysis all telephone money goes for wages; wages for labor and wages for the necessary capital which investors have put to work in the Bell System.

The telephone management is the agent of the public. It is entrusted with the task of providing the quality of service the intelligent public demands. The wages of loyal, well-trained employees and the wages of the capital that provide the finest of mechanical equipment and most efficient operation, must be paid. As a public servant, one duty of the telephone management is to obtain rates sufficient to pay for these necessities of service.



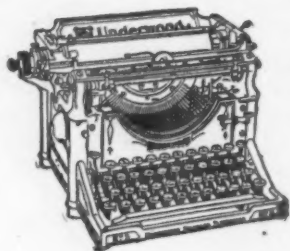
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We have done two notable things in Gummed Label making that are not usually associated—raised the standard and lowered the price. We are making better labels at the same time that we are making them cost less.

Someone else's higher price may not be due to the desire for too much profit, but lack of right facilities.

No other concern has the equipment for making gummed labels of the better sort that we have—had to design some of our machinery ourselves.

Every part of this equipment means better labels for less money by cutting out cumbersome and time-wasting methods.

We say it boldly—No one else in the country can sell our kind of labels at our prices.

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PHILADELPHIA, PA.

Denver, Colorado

Savoy Hotel

M. L. Mowry, Rotarian Manager
Chas. Adams, President
Rotary Club Luncheon held here Thursdays, 12:15.
Visiting Rotarians will please make themselves known

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How many employers have experienced the difficulty of getting a good man just at the time he was needed the most?

For sixteen years thousands of the most progressive institutions in America have recognized the Business Men's Clearing House as the strongest employing power available—service free to employers.

Recommend to your friends to get complete details.

List below is just a few of several hundred positions being filled this month:

Sales Manager, canned produce.....	\$15,000-\$25,000
Office Manager, technical exp.....	12,000
General Manager, grocery.....	6,000
Sales Manager, tires.....	5,000
Advertising Manager.....	6,000
Salesman, oil trade, producer.....	10,000
136 Salesmen, all lines.....	\$100-\$300 & Com.
2 Accountants.....	\$ 3,000
Credit Man.....	3,000
38 Office Clerks.....	\$ 900-1,500
26 Stenographers.....	900-1,500
11 Draftsmen.....	1,800-3,000
Employment and Welfare Manager.....	8,000
Factory Manager.....	7,500
2 Industrial Engineers.....	5,000
2 Production Men.....	3,600

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Visiting Rotarians Welcome.

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the usual Rotary fun-making stunts in addition to the serious work of the day. The Elks' Home was located at Bedford largely thru the efforts of Fred Harper, past president of the Lynchburg Rotary Club and past grand exalted ruler of the Elks.

FIRST ANNUAL FARMERS' NIGHT

Another Indiana Rotary Club has gotten into line in promoting a friendly cooperation between town and country people. Representative citizens of two counties were guests of the Rotary Club of Washington, Ind., and were enthusiastic over the warmth of a Rotarian welcome. International Vice-President John N. Dyer was a guest and made a fine talk. President Bill Halnon of Vincennes University was also a guest and talked on the principles of Rotary. Many of the guests were called upon and the interchange of fellowship was so successful that the farmers' night will be an annual affair.

AIR PATROL LIFE SAVERS

The Rotary Club of Duluth, Minn., has authorized its officers to use their efforts to procure the cooperation of the Navy Department of the United States and Forestry Department of the State of Minnesota to secure the establishment of a hydro-airplane base at the head of the Great Lakes for an air patrol for the saving of lives and the prevention of forest fires.

Club Notes

The Rotary club of Wilkes-Barre, Pa., has had a number of social affairs during the last two months, including a clam bake and a joint outing with the Rotary clubs of Scranton, Sunbury and Berwick. At a lake resort they had an annual outing with the Scranton club and a day on the farm of Former Food Administrator Wm. Washburn.

Rotarians of Bluefield, West Virginia, are exerting efforts to secure for their city the school for boys which the Baptist convention of Virginia is seeking to locate.

That Baltimore business men should work to increase the importance of the city among seaports was the gist of an address recently made before the Rotary club by Dr. Ernest R. Spedden.

The Rotary club of Houston, Texas, has voted \$500 in Liberty Bonds to the maintenance fund of the municipal hospital.

The publication of a monthly bulletin of Rotary activities has been started by Elizabeth (New Jersey) Rotarians.

Rotarians of Greensburg, Pennsylvania, hereafter will pay annual dues of \$20.

Duluth (Minn.) Rotary has endorsed the invitation of the local branch to the National Association of Letter Carriers to hold their 1921 convention in Duluth.

Bellingham (Washington) Rotarians, at their annual summer outing, were the guests of the

Bellingham Boy Scouts, whom they had assisted in the scout membership drive. The Boy Scouts served dinner to 125 Rotarians in "Rotarian court," at the Scout's summer camp in the foothills of Mount Baker.

Standing of Clubs in Attendance Contest for Month of July, 1919

(Compiled 21st August, 1919)

Division A—Clubs having more than 200 members.

Division B—Clubs having between 100 and 200 members.

Division C—Clubs having less than 100 members.

Only those clubs whose reports have come thru the District Governor's hands to the headquarters office by the 15th of the month are considered in the competition.

Note: Bold-faced figures before names of clubs designate number of times in succession clubs have appeared in list.

DIVISION A

Ten Highest

Name of Club	Membership	Number of Meetings	Average Attendance	Average Percentage
1Oakland, Cal.....	205	5	137	66.8
2San Francisco, Cal...	294	5	183.25	64.9
3Indianapolis, Ind.....	283	5	183.25	64.9
4Seattle, Wash.....	284	5	181.6	63.94
5Tacoma, Wash.....	211	4	133.25	63.15
6Columbus, Ohio.....	266	5	163	61.27
7Los Angeles, Cal.....	219	3	134	61.1
8Minneapolis, Minn.....	236	4	140	59.32
9Detroit, Mich.....	293	5	169	57.67
10Toledo, Ohio.....	236	3	134	56.77

Five Lowest

Philadelphia, Pa.....	296	5	107	36.14
Pittsburgh, Pa.....	246	5	85	34.48
Baltimore, Md.....	200	5	68	34
Cleveland, Ohio.....	358	5	106	29.8
New York City.....	503	5	111	22.26

DIVISION B

Ten Highest

10Tulsa, Okla.....	118	5	106	89.83
10Birmingham, Ala....	164	5	126	81.55
10Tampa, Fla.....	110	1	87	79.09
10Newark, N. J.....	153.8	5	115	77.8
2Lynn, Mass.....	107	5	81	75.7
10Denver, Colo.....	192	5	143	74.47
10Davenport, Iowa.....	146	4	107.5	73.63
10Charleston, W. Va....	127	4	93	73.22
2Niagara Falls, N. Y..	139.6	5	100	71.63
Atlanta, Ga.....	178	2	127	71.34

Five Lowest

Dubuque, Iowa.....	115	2	48.5	42.17
Camden, N. J.....	138	5	57	41.3
Erie, Pa.....	133	1	62	39.09
New Orleans, La.....	162	5	57	35.17
Waterbury, Conn.....	100	5	30	30

DIVISION C

Ten Highest

Gainesville, Fla.....	44	5	40.1	91.13
Helena, Ark.....	66	5	60	90.9
McPherson, Kan.....	15	2	13.5	90
Princeton, Ind.....	31	4	27	87.09
Peru, Ind.....	20	5	17.2	86
Pittsburg, Kan.....	48	4	41	85.41
Washington, Ind.....	36	4	30.75	85.41
Bloomington, Ind.....	54	1	44.69	84.25
New Philadelphia, O....	31	4	26	83.87
Harrison, Ark.....	35	5	29	83

Five Lowest

Fresno, Cal.....	83	4	38.5	46.38
Hope, Ark.....	44	3	20	45.44
New London, Conn....	81	5	36.6	45.17
Jacksonville, Ill.....	45	2	20	44.44
St. John, N. B.....	62.5	4	27.5	44

GOVERNOR MAY OFFERS CUP

Edwin C. May of Pittsburgh, governor of Rotary District No. 6, has offered a silver cup as a prize to the club in his district having the best attendance record from Sept 1 to June 1.

The second three months of this period the cup will be held temporarily by the club with the highest attendance for the first three months; the third three months it will be held by the winners for the second three months. In June the cup will be awarded permanently to the club with the best nine months attendance record. The I. A. of R. C. attendance figures and method of figuring will be used.

During the summer, Dubuque (Iowa) Rotarians had complete charge of the campaign to raise \$20,000 for the Boy Scout Council of the city. They also raised a fund to send a large number of poor boys to a recreation camp for two weeks.

About 150 chief petty officers of the U. S. Pacific Fleet were entertained at dinner by the Rotary Club of Santa Barbara, California, during the week that the twenty ships and 12,000 men of Admiral Rodman's command were in the harbor.

Its Freshness Gone

Little Frances sat on the floor beside her mother's chair, busily dressing her doll.

"Please give me a pin, mother," she said, and her mother handed her a pin from the cushion, not noticing that it was bent.

"Oh, this is a wilted one, mother," she exclaimed. "Can't you give me a fresh one?"

Speaking of Submarines

"Father, what kind of beasts were the rams they used so much in the Civil War?"



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WITH the shrewd business man of today—the man who insists upon every dollar giving a good account of itself—the "Show Me" test is an accepted standard. Particularly does this apply in buying motor trucks.

The International Motor Truck is a "Show You" proposition. It sells on performance. Not a part is made that hasn't behind it the purpose to make a high-grade machine that will last and serve for years. The truck has a staunch, trim, clean-cut appearance that is an appreciable asset to any business house.

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FREDERICK L. ATKINS, Rotarian

*Rotarian George C. Brown,
Managing Director of the*

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Extends a cordial invitation to the wives, daughters and women friends of fellow Rotarians to stop at his hotel when visiting the metropolis unaccompanied.

There are 500 spotless rooms. Rates \$1.50 per day and up. For parties of five or more a large room at \$1.00 per day per person. A special feature is our excellent Table d'hote luncheon at 40 cents; dinner at 50 cents.

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Rotary Club Luncheon held here Fridays at 12:00
All Rotarians Welcome



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If you ever think you can enjoy the ordinary "peanut stand" variety after trying mine, simply send back what you have left and I'll refund your money without argument.

5 lb. Bag Extra Large Select Shelled Peanuts, \$2.25. Postage paid.

Send your order now and in a few days you'll be enjoying a peanut treat you'll never forget.

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don't fail to visit

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430 WEST ERIE STREET, CHICAGO

EARL R. BENEDICT, Rotarian

Rotating 'Round Salt Lake

By Allen E. Cuthbertson, Toronto

Gee, it's wonderful to be
With the boys in Rotary;
Lots of good deeds to be done—
Serving others is real fun.

When convention trips we take
Like the journey to Salt Lake,
B'lieve me, bo, the fun is fast—
Joy's own essence, first and last.

Left Toronto with our ears
Ringing from Rotarian cheers;
Then to pass an hour or two
Sang the Song Sheet thru and thru.

The Chicago Club was grand.
Took our party right in hand,
Showered hospitality,
Entertained us royally,

Took us 'round the town in cars,
(Hustled us past all the bars).
Those who thought a ride too tame
Went out to the baseball game.

The Chicago Rotary train
Really deserves some fame.
Right thru to Salt Lake it skipt—
Longest steel train ever shipt.

Chicago Club did things up grand—
Brought a real Hawaiian Band,
And with singing they and we
Filled the train with melody.

Kansas City—paused a while,
Then resumed our hurried style;
Past Camp Funston on the fly,
Old Fort Riley quite nearby.

Junction City—made a stop
So the boys could get some pop.
Bee and Turnbull, generous grown,
Bought us each an ice cream cone.

As we sped along the line
Cards and singing past the time.
(Bob Coryell, the porter said,
Quite forgot to go to bed.)

Denver stood with open arms
And a multitude of charms.
Their Club Breakfast was complete,
And their Glee Club's songs a treat.

Then they drove us for a lark
'Round their famous Mountain Park—
Sixty miles of rugged peaks,
Panoramas, canyons, creeks.

On the Lookout Mount so high
Buffalo Bill has been laid by;
Now his spirit hovers o'er
Denver's plains he loved of yore.

Colorado Springs next day
Welcomed us in the same way.
Up Pike's Peak of course we went,
Everyone on seeing bent.

At the top the altitude
Treated some of us quite rude;
Made us dizzy up so high
Where we nearly toucht the sky.

In the Garden of the Gods,
Rocks at angles and at odds,
Shapes so curious and weird,
To our wondering gaze appeared.

Then at twilight we went out
To a picnic of fried trout
Put up by the local boys;
Dancing ended that day's joys.

Sunday morn at half-past five,
Everybody looked alive,
Royal Gorge is on this line,
And it really is sublime.

Short Church service paved the way
For a quiet restful day.
As our train sped quickly thru
Peaks and canyons charmed the view.

When we stopt at Glenwood Springs
Everybody changed their things,
Showing, as they took the baths,
Shapes like barrels and like laths.

Salt Lake City was en fete
When we reached it somewhat late.
We were welcomed with a yell,
Driven up to our hotel.

Here we spent five glorious days
In most interesting ways,
Business meetings, dinners, trips,
Salt Lake swims and dip the dips;

Out to Bingham Copper Mine;
Canyon scenery divine;
Street parades and Wild West show—
Happily the hours go.

Then across the desert to
The Grand Canyon's wondrous view;
Form and color, depth and size—
One can scarce believe his eyes.

On we go to Riverside
At the Mission Inn to bide;
'Twould take volumes to embrace
All the wonders of this place.

At Los Angeles we saw
Ostrich feathers growing raw.
In the tumbling ocean dipt,
To San Gabriel Mission tript.

Pasadena's homes were bowers
Beautiful with palms and flowers.
At Hollywood we paused to go
Thru Charlie Chaplin's Studio.

Mrs. Smythe and Mrs. Whyte
Took us out to dine that night
At a Chinese Eating Place
Where chop suey fills your face.

Frisco's Club's a jolly bunch—
Took us to a Rotary Lunch;
Piled us in their motor cars,
Drove around the town for hours,

Where the Fair was held of late,
To the far-famed Golden Gate,
Cliff House and Seal Rocks nearby,
And the twin peaks towering high.

Next day we were taken to
Tamalpais, where the view

Of the harbor far below,
Is a truly wondrous show.

Now as on the Peak we stand
Fog has covered sea and land;
But to watch it was a treat—

Fleecy billows at our feet.
Next day, northward as we sped
Shasta reared his stately head.
At his effervescent springs
We drank waters fit for kings.

Portland's roses are sublime—
We beheld at the right time
Every avenue and street
Gay with blooms, and perfumed sweet.

What a memorable day
We spent on their grand highway—

Driving thru the glorious scene
Of Columbia's noble stream.

We passed thru Seattle late,
But they did not hesitate
To bring automobiles down
And drive us 'round their town.

At this juncture let me say
That thruout the U. S. A.
We were treated simply grand—
They are princes in that land.

At Victoria we were back
'Neath the grand old Union Jack—
Tho 'tis pleasant far to roam
Canada is "Home, sweet home."

'Twas a perfect summer day
When we went Vancouver way,

LISTEN!!

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cigarettes for the
price of Murad.

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self of everything that
makes a cigarette worth
while — the delight,
the satisfaction, the aris-
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Frank R. Jennings (address as above) or direct from Thos. Stephenson, Sec'y
British Association of Rotary Clubs, 6 So. Charlotte St., Edinburgh, Scotland.

dope

a tale of the black smoke

by the master of
oriental mystery stories
Sax Rohmer

Author of "The Insidious Dr. Fu-Manchu"

She had been tired—worn out with the strain of rehearsing all day and of seizing
enjoyment where she could by night. And now, on the eve of her first engagement,
her nerves failed her. *She could not go on.* And then, she thought of the little
box of innocent looking pellets which Sir Lucien had given her. . . .

Do you know the kind of life the drug fiend lives? Have you ever imagined what
it must be like to be a slave to *chandu*—the days of fierce craving, the ecstatic
moment with the fantastic dreams and exaltation which accompany it; and after-
ward the black despair and sick loathing which only more drugs can relieve?
Sax Rohmer paints an unforgettable picture of this life in his new novel *Dope*,
which is based upon an actual occurrence that horrified all of London last year.
Dope is a tale of the drug traffic—a mystery story in which all the uncanny thrills
and quick surprises which have made his other books famous are combined with
an accurate and powerful picture of the drug traffic, whose victims are found
among the highest as well as the lowest classes of Society.

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and the leading Hotel in Syracuse
PROCTOR C. WELCH, Manager

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The CROWN HOTEL

FAIRNESS The Home of Simplicity, Refine- GOOD
COURTESY ment and Comfort for the Traveler SERVICE
FRED MANSFIELD, Prop., Rotarian
WM. H. WADE, Manager

And the sail across the sea
Was as pleasant as could be.

Vancouver has much to show
And they kept us on the go;
Stanley Park, Shaughnessy Heights,
Lots of other splendid sights.

Next day on our journey East
Thru the mountain, we could feast
Tired eyes on wondrous scenes
Far surpassing wildest dreams;

Snow-clad peaks that towered high
Till they seemed to pierce the sky,
Rocks and glaciers, forest glades,
Wild and beautiful cascades.

Lake Louise—beyond all praise—
One can only stand and gaze
Awestruck, silent, 'neath the spell
Of a beauty words can't tell.

Like a perfect polished gem
Set 'mid peaks, reflecting them;
Icy white, ethereal blues,
Browns and greens in myriad hues.

Sighing as we tear away,
On to Banff we go next day.
Sulphur pools and swimming tanks
Here invite aquatic pranks.

Billy Mansell is a king
And his wife the dearest thing—
Here with invitation hearty
They gave us a dinner party.

Calgary was good indeed
Had a dandy Rotary feed;
J. P. Sousa was the guest;
Made a speech with many a jest.

While we changed our engines at
That fine city—Medicine Hat,
For our ladies Mayor Brown
Brought some flowers and candies down

As a bunch of royal guys
Winnipeg deserves a prize;
They had such a program planned
That our visit there was grand.

Drove us 'round their town that night.
Gave a dainty midnight bite.
Left us free that we could use
Morning hours as we might choose.

Old Fort Garry, now maintained
By the Motor Club, is famed
For its age and history—
There they took us out for tea.

At Fort William we were shown
How their town had lately grown,
(Tim O'Reilly left us here
But his wife shed not a tear.)

We were mighty glad to take
That fine sail across the Lake—
Breeze-blown decks so welcome are
After weeks of Pullman car.

At the Soo, friend Hollinrake,
And his club were voted "jake."
With a welcome we were met
That we never shall forget.



Rotarians, after the Salt Lake Convention, seeing the sights in Frisco the night before it went dry. "Bru" (Past Vice President Brunnier of San Francisco) says they had a big time. The last man standing is Guy Gundaker of Philadelphia, chairman of the Publicity Committee. Bru is at the left seated. Visitors included Rotarians from Philadelphia, Indianapolis, and Atlanta

Brother George, I'm glad to say,
Traveled with us all the way,
He's such splendid company,
Quick of wit and repartee.

On our final little run
We enjoyed some extra fun—
Had a sweepstake on the way
On the temperature that day.

O'er the details of our trip
McIlroy had made no slip
So to show our appreciation
We made him a presentation.
Then at last we reached Toronto
Tho we really did not want to
End our trip—but glad to see
Home, and friends, and family.

*Now this is the end of a perfect trip,
An experience of pure delight,
As we journeyed along by train or ship,
As we traveled by day or night.
The places we saw, the friends we met
Will linger in memory,
For wherever you go you will always get
A real welcome in Rotary.*

Canada's Paper Industry

CANADA is the second largest pulp and paper producing country in the world and is rapidly overtaking the United States, which holds first place.

Canada's first large paper mill was built in 1865, and produced 1½ tons of paper in 24 hours. Today a modern paper mill produces from 250 to 300 tons in the same length of time.

Prior to 1800 all paper was made of rags. Since that time wood-pulp has formed the basis for all the ordinary grades of paper, including that used for printing newspapers.

Canada's pre-eminence as a paper-producing country lies in the possession of hundreds of thousands of acres of pulp-wood forests and in conveniently located water-powers.

Canada has the largest forest area of any country in the British Empire. Canada's forests embrace 350,000 square miles of pulp-wood timber, estimated to yield 1,033,370,000 cords of pulp-wood.

Canada has developed water-powers estimated

at 1,941,700 h. p., besides undeveloped water-powers incalculable.

There are 91 incorporated companies and other concerns in Canada engaged in manufacturing pulp or paper. Their combined capital is estimated at \$200,000,000, which is a greater amount of capital than is invested in any other industry, with the exception of hydro-electric power development.

The total annual output of the Canadian pulp and paper industry exceeds in value \$85,000,000. It gives employment to 25,000 individuals. Its annual pay-roll exceeds \$15,000,000. It sent more than 3,000 men to the war.

In 1890 Canada's exports of pulp and paper products amounted to but \$120. In 1910 they were worth \$10,000,000. For the fiscal year ending with March 31, 1918, they reached a total of \$71,755,325.

Canada exported paper last year to the value of \$37,742,697; pulp, \$25,673,350; pulp-wood (unmanufactured), \$8,339,278.

Last year's exports of pulp and paper exceeded those of the preceding year by \$18,830,437.

Last year's exports of pulp and paper products exceeded in value Canada's total industrial exports of 1913.

Canada's exports of pulp and paper products create "exchange" for Canada in the United States at an average rate of \$205,000 a day for every working day in the year.

While the bulk of Canada's pulp and paper exports go to the United States, they are also sent to Great Britain, Japan, Australia, New Zealand, South Africa, India, Cuba, Mexico and South America.

In the first three months of 1918, Canada's exports of wood-pulp to Japan amounted to 11,394,629 pounds, an increase of 2,777,486 pounds over the corresponding period in 1917, and an amount equal to five times Japan's total imports of pulp from all other countries.

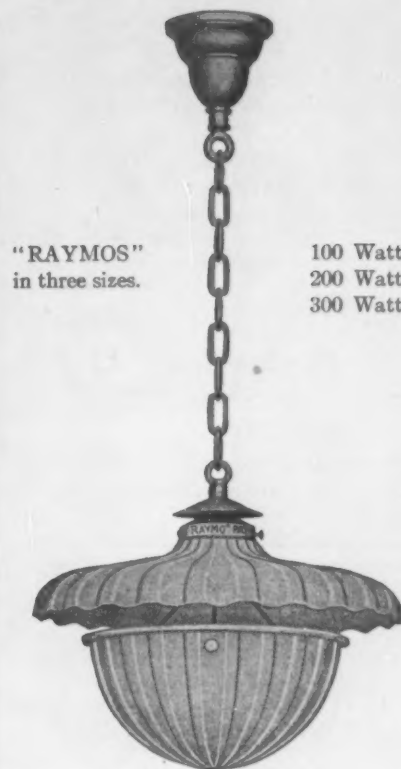
Canada produces for sale 2,525 tons of newsprint paper and 2,500 tons of pulps of all kinds every day.

Canada's daily output of paper, made into a continuous strip three feet wide, would be long enough to girdle the globe at the equator.

The principal pulp and paper mills of Canada

"RAYMO"

(Patented)



"RAYMOS"
in three sizes.

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I will gladly submit designs and estimates and help you to make a suitable selection

For clubs, lodges, organizations, churches and schools

JUST WRITE

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The Electric Safety razor makes shaving a pleasure. Blade vibrating 7,200 times a minute cuts the beard smoothly and without slightest pull or irritation—feels like a gentle massage. Can be used with or without electric current.

All users of the Lek-Tro-Shav speak well of it

A barber says: "Have shaved for years and have never used any shaving device near its equal."

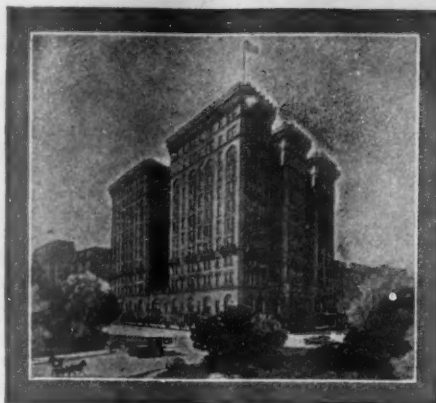
A home user says: "The most pleasing shave I've ever had in my life. Shaves my face closer than I used to shave, but there is no after irritation or ill effects, as I usually get from another razor."

No. 1. Made for use from Light Socket.

No. 2. Made for use from Dry Battery.

Write for illustrated circular describing Lek-Tro-Shav Safety Razor fully.

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Rotarian Copeland Townsend
Lessee-Director

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insist that it is interlined with ABSOLUTE Hair Cloth. The illustration shows a coat over two years old, note the smooth, soft roll effect of the collar and front. Then too—you'll not be annoyed with "needle pricks" in the arm pits for in

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Rotary Club Headquarters. Luncheon Thursdays, 12:30
Visiting Rotarians Welcome

are located in the provinces of Quebec, Ontario, New Brunswick, Nova Scotia and British Columbia.

—W. G. Cates, Ottawa, Canada, Department of Public Information.

British Rotary Publicity

THE Rotary Club of Liverpool started off with a scheme of providing British homes in the district for the entertainment of American troops on leave or convalescent from the hospitals. The scheme was then taken up by the whole of the British Rotary Clubs and was recognized by the British Government, and a splendid work was done, not only in providing home comforts for those "boys" who were so far from their own homes, but in letting them learn by experience how really warm-hearted and hospitable our people are, despite outward reserve.

Letters received from the guests have been very satisfactory to the hosts and hostesses, who knew that they were undertaking work which neither diplomat nor statesman could have done to cement together more closely the peoples of the two great English-speaking people.

The Rotary Clubs throughout the country have also taken an active interest in the American recreation huts. They have erected and run information bureaux and kiosks. They have arranged sight-seeing tours in and around the cities, and have compiled and issued maps, guides, and other information for the use of our visitors.

In addition to the other hospitality which has already been mentioned, invitations to a number of British homes were offered through the American Y. M. C. A., and in response American officers and men were able to accept this hospitality through the Washington Inn and Eagle Hut. Indeed, at one time so many offers of hospitality were received that there were more offers than applications, and many of our American visitors spent many happy days at such places as Stratford-on-Avon, Tunbridge Wells, Exeter, and even as far as Penzance.

A committee of the English-speaking Union, of which Mrs. Waldorf-Astor is the chairwoman, arranged for hospitality to a number of the visiting American students in British homes at Easter and Whitsun. Most grateful letters of thanks were received from the visitors.

The horizon of Anglo-American relationship is not free from clouds at the present time, and there are influences on both sides of the Atlantic tending to create discords between the English-speaking peoples. Until the Irish question is settled the enormous Irish vote in the United States is continuously used to stir up ill-feeling against all things British, while the German influence is a powerful one and must also be taken into account.

Business rivalry between our two peoples is entering upon a fresh stage of even keener competition than ever. It will be seen, therefore, how great is the need to promote by every means in our power a better understanding between the two great English-speaking peoples.

Of all the agencies which are fighting the attempts to sow discord between us none has been more powerful than the hospitality extended to American visitors in British homes. That is a work of lasting value which it would be impossible to over-estimate, and on which all who have participated can look back with much satisfaction.

—London, England, Times, editorial.

Cross at Crossings

WHAT is merchandise, or property, or wealth compared to health and freedom from suffering and the use of one's limbs and senses?

What more proud thing could Rotarians do than to create a consciousness in the minds of all of the people that there is a danger to them personally not to cross at crossings.

There are millions of automobiles, and their right to be used on the public streets is self-evident. There are millions of pedestrians, and their right to use the public streets is as evident.

These rights need not conflict if each will respect the rights of the other.

The motorist slows down when he comes to a crossing; he is looking for those who may wish to cross at such places, but he does not slow down between crossings, and he does not look for people to cross the street other than at crossings.

But millions of people do cross the streets between crossings and thousands of them are injured because of this thoughtlessness.

CROSS AT CROSSINGS

There are books full of laws made for the preservation of life and limb and the prevention of accidents. But laws soon become dead letters unless the people are in favor of them and want to obey them. Public opinion is stronger than any law. Rotarians can create public opinion in favor of crossing at crossings, thereby saving life, suffering and financial loss.

One way to do this would be to end every letter written in his office with "Cross at Crossings." Another way would be to get an electrotype like the one appearing in this article and print it on his letterheads. Thousands of Rotarians are advertisers. By inserting logotypes like this one in their advertisements they could educate the people and create a feeling in favor of crossing at crossings. The advertiser who inserts this logotype will thereby create the impression that he is interested in the people's welfare as well as that of himself.

Rotarians will think of other ways and means of popularizing the phrase, "Cross at Crossings."

—Samuel P. Johnston, Rotary Club of San Francisco, Calif.

Food Value of Soft Drinks

HAVE you any idea what things are in the bottled soft drinks Americans consume? Some contain one thing, some another, but all contain water, flavor, sweetening, and carbon dioxide gas. Those four things are the basic essentials of a bottled soft drink.

There is likely to be some coloring matter and there may be an acid—usually either the citric acid found in lemons or tartaric acid found in grapes, tho sometimes mineral acids are used.

Frequently there is a condiment, such as red pepper, cinnamon, allspice, cloves, or nutmeg.

There is almost certainly a trace of alcohol.



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Dept. R4, Toledo, Ohio

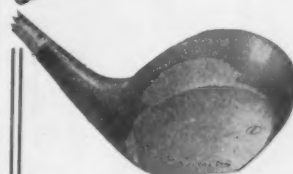
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Visiting Rotarians Always Welcome.

And that just about covers what is likely to be found in soft drinks, according to specialists in the Bureau of Chemistry, United States Department of Agriculture.

Prior to 1914 the sweetening used was almost universally granulated white sugar. When the shortage of sugar began to be felt, however, large use was made of such substitutes as corn sirup or glucose, corn sugar or commercial dextrose, maltose sirup, refiners' sirup and honey.

Such substitutions were encouraged as a war measure by the Department of Agriculture, which now thinks it probable that some of these substitutes will be used regularly. The Department is even of the opinion that the use of certain substitutes is frequently desirable. A larger quantity of the substitute is ordinarily required to secure the same measure of sweetness. Thus the drink is given more body and has a higher food value.

Food value in a soft drink is ordinarily not considered by the person who consumes it, but good soft drinks do contain considerable food. Such products as ginger ale, the phosphate drinks, the grape drinks, and lemon sours contain from 3/4 to 1 1/2 ounces of sugar to each half-pint bottle, which is equal to or double, approximately, the sugar ration allowed to a meal under war conditions. One hundred thousand tons of sugar are used each year in the soft-drink industry.

The carbon dioxide gas is a wholesome product, identical with the carbon dioxide which occurs naturally in certain mineral springs, the waters of which are highly prized for their effervescent properties.

With the exception of vanilla, nearly all bottled soft drinks are artificially colored. The use of certain harmless dyes is permitted by the national food and drugs law, provided they do not conceal inferiority, and the presence of the dye is plainly declared on the label.

Many drinks contain the pure acids of the fruits they simulate, but others contain mineral acids, phosphoric being frequently used, and sulphuric and hydrochloric less frequently. Sulphuric and hydrochloric acids do not occur naturally in fruits or fruit juices, and they should not be used to contribute tartness or sourness to soft drinks.

The quantity of any condiment in a soft drink is likely to be very small. The alcohol contained is used as a solvent for certain extracts and amounts to only a few tenths of one per cent by volume.

Where soft drinks are bottled on a large scale the sanitary precautions are usually excellent, but where they are manufactured in a small way for immediate consumption conditions are sometimes deplorable.

It is estimated that the consumption of bottled soft drinks in the United States prior to war restrictions was about 3,000,000,000 bottles annually, or 30 bottles a year for every man, woman, and child. The consumption is likely to increase, since high-grade bottled soft drinks enable the dweller in rural communities to enjoy a product which a few years ago was obtainable only directly from soda fountains in towns and cities.

A Cat-astrophe

Mrs. B. (away from home): John, did you leave out anything for the cat before you started?
Mr. B. (who dislikes the cat): Yes, I left a can of condensed milk on the table, with the can-opener beside it.

